A SCIENTIFIC STUDY IN CURRICULUM MAKING
for
JUNIOR COURSES IN BUSINESS EDUCATION

By

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THE GREGG PUBLISHING COMPANY
New York Chicago Boston San Francisco
Toronto London

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F - 52 - 3 - N

Printed in the United States of America

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INTRODUCTION

The watchword of the National Association of Credit Men is service and progress. The various departments of business represented by company membership in the association have, of course, different problems. To the office manager, for example, credit management and control is not so immediate a problem as the selection, training, and supervision of office employees. Therefore the study of these and other related specific employment problems is one of the functions of the Office Managers Group of the Cleveland Chapter of the National Association of Credit Men. This group has the privilege of acting as an independent unit, and its activities and meetings have centered on the study of office procedures and business practices.

Practically every member of the Office Managers Group is directly responsible for the hiring of office employees. It has become an axiom in the business world that the public and private schools are providing adequate training for potential office employees in stenography, typewriting, and bookkeeping. Many of the workers in commercial occupations, however, are required to do other types of work.

Office managers have long recognized the importance of the general clerk - in fact, investigations have shown that over 60 per cent of the workers in commercial occupations are office clerks. To be more emphatic, office managers believe that the general clerk is the backbone of all business organizations. The efficient clerk, like the stenographer and bookkeeper, must have a varied knowledge and a real appreciation of the common business services and functions.

An investigation made in 1924 revealed that some of the most useful subjects offered by the public schools are usually taught in the last year of high school, and therefore to acquire information about business services, office procedures, standard practices, and clerical duties, students must complete the high school course. It has long been known that girls skilled in stenography or boys skilled in bookkeeping are not usually interested in general clerical work unless it leads directly to stenographic or junior bookkeeping positions. But only about 20 per cent of the boys and girls in the public schools graduate from high school. Many drop out at the end of the compulsory school age, or in grades 8, 9, and 10. Of these drop-outs, about one-half enter office employment as low-grade junior clerks. It is necessary to train too many of those hired. If it is good social policy for the public school to train stenographers, typists, and bookkeepers, why is it not also good policy to train for those general clerical positions into which great numbers of boys and girls go every year? Therefore the Office Managers raised two questions:

1. What training is the public school giving in the common

business services, office procedures, and clerical practices?

2. What can the Office Managers Group do to cooperate with the schools in an effort to determine what knowledges and skills are necessary to successful general clerical work?

Obviously, the answers should be sought from the educational authorities. Accordingly, the Educational Committee of the Office Managers Group met with Mr. R. G. Jones, Superintendent, and Mr. C. H. Lake, Assistant Superintendent, of the Cleveland schools. As a result of this conference a committee was appointed to represent the Board of Education and to cooperate with the Office Managers: (1) in defining the duties of the general office clerk, (2) in listing the duties, and (3) in setting up a course of study to meet the need.

We feel that the large majority of Cleveland employers join with us in a universal desire to assist the Board of Education in preparing young men and women for general office positions. Such preparation constitutes an excellent background not only for stenographers and bookkeepers, but also for general clerks, because the majority of former school pupils find themselves in clerical positions in modern business offices.

Needless to say, the Office Managers Group as an organization is in full accord with every word of this report, and I take pleasure in writing this introduction to a document that, we believe, is a landmark in the progress of cooperation between modern business and modern education.

C. R. Metcalf
Chairman, Educational Committee,
Cleveland Chapter,
National Association of Credit Men.

ORGANIZING THE STUDY

In the fall of 1926, Mr. C. R. Metcalf and Mr. H. de Beauclair, representing the Office Managers Group of the Cleveland Chapter of the National Association of Credit Men, called upon the Superintendent of the Cleveland schools to discuss the question, "What are the schools doing to meet the problem of training potential office employees, and especially the large body of general clerks?" Several conferences were held.

The Office Managers Group proposed a serious study and investigation of this problem, and for that purpose offered the facilities and the cooperation of the National Association of Credit Men. As a result of their experience in the employment of large numbers of young office workers, the office managers were aware that the present courses in shorthand, typewriting, and bookkeeping provide adequate training for boys and girls who graduate from high school. On the other hand, it did seem that the courses in office practice, secretarial practice, filing, office machines, etc., which come at the very end of the high school program, are in some respects misplaced, because students must take the full high school dosage in order to get instruction in these practical subjects. Of course, the secretarial practice course must always remain at the end of the high school curriculum and be taken at the end of the stenographic course. Each year, however, hundreds of young people, some graduates and many withdrawals, enter office positions of the general clerical type. Most of these have had no practical or vocationally useful training.

As a result of these conferences, committees were appointed by the Board of Education and the Office Managers Group to make such studies and investigations as might be deemed necessary to bring about improvement in better adapting courses of study to community conditions. Specifically, it was decided: "To analyze the duties of clerical workers other than those whose work is primarily stenography and bookkeeping, and to build a course of study for the training of this group."

To carry out this cooperative project, the following committees were appointed:

Committee on Clerical Service and Office Practice

of the

Board of Education

Appointed by Assistant Superintendent of Schools, Charles H. Lake

Neil D. Mathews, Chairman, Principal, West Commerce High School
E. W. Harrison, Assistant Principal, Longwood Commerce High School
Alice Nigh, Commercial Teacher, Collinwood High School
Lillian Maiden, Head of Commercial Department, John Adams High School

William L. Connor, Chief, Bureau of Educational Research, Board of Education

Lloyd L. Jones, Secretary, Assistant Commissioner, Board of Education

Educational Committee

of the

Office Managers Group

The Cleveland Chapter of the National Association of Credit Men

L. F. Rosenberry, Chairman, Cleveland Cap Screw Co.
E. A. Daniels, The Central Brass Manufacturing Co.
H. de Beauclair, Cleveland Wire Spring Co.
J. G. Schullian, The George Worthington Co.
C. R. Metcalf, Chairman, Office Managers Association, The Oster Manufacturing Co.

Later the above committee was reorganized so that it would represent not only the Office Managers Group, but also the entire Cleveland Chapter of the National Association of Credit Men. The personnel of this reorganized committee follows:

Educational Committee

of the

The Cleveland Chapter of the National Association of Credit Men

C. R. Metcalf, Chairman, The Oster Manufacturing Co.
E. A. Daniels, The Central Brass Manufacturing Co.
L. F. Rosenberry, Cleveland Cap Screw Co.
J. G. Schullian, The George Worthington Co.
E. A. Pulford, National Malleable and Steel Castings Company
H. de Beauclair, Chairman, Office Managers Group
Lloyd L. Jones, Educational Adviser, The Cleveland Association of Credit Men

The results of the combined cooperative activities of these two committees are revealed in what follows. The inevitable conclusions to which this study leads will be apparent to all who read this report. It is to be hoped that those conclusions will be given concrete expression in the form of improved courses of study, and more especially in the form of actual subject matter for use in junior clerical-practice courses.

Neil D. Mathews
Principal, West Commerce High School
Cleveland, Ohio

A SCIENTIFIC STUDY IN CURRICULUM MAKING FOR JUNIOR COURSES IN BUSINESS EDUCATION

I. PROGRESS OF THE STUDY

The committees began work by dividing their study and activity into a series of problems, which are set forth in detail in this section.

The First Problem. To collect all previous studies and surveys that had been made in commercial occupations and in the listing of specific duties of various groups of office workers. The studies and surveys considered were:*

I. Commercial-occupations surveys:

1. "Survey of Junior Commercial Occupations in Nineteen States," Federal Board of Vocational Education, 1920.
2. "Survey of Senior Commercial Occupations in Eight Cities," Federal Board for Vocational Education, 1922.
3. "Fitting the Commerce Course of the High School and Junior College to the Needs of the Community," Educational Research Bulletin, Vol. 4, No. 9, Pasadena, California, City Schools, May, 1926.
4. "Survey of Commercial Occupations," conducted by the Vocational Guidance Committee of the Cleveland Schoolmasters' Club, Bulletin No. 174, Bureau of Educational Research, Cleveland, Ohio, 1925. (See pages 3 to 6.)
5. "Survey of Commercial Occupations of St. Louis, Mo.," 1925, by J. O. Malott, now Specialist in Commercial Education, United States Bureau of Education.

II. Specific workers and jobs:

1. "Analysis of Secretarial Duties and Traits," Charters and Whitley, Williams and Wilkins Co., Baltimore, Md., 1924.
2. "Summary and Review of Bookkeeping Duties and the Commercial Curriculum," Benjamin S. Strumpf, Ph. D. Thesis, New York University, November, 1926.
3. "A New Conception of Office Practice," F. G. Nichols and others, Harvard University Press, Cambridge, Mass., 1927.
4. "Office Practice Survey," Office Practice Survey Club, Samuel J. Peters Boys' High School of Commerce, New Orleans, La., 1927.
5. "Course of Study in Elementary Accounting," survey conducted by the Cleveland Bookkeeping Committee, Board of Education, Cleveland, 1928.

The Second Problem. To study the Cleveland Schoolmasters' "Survey of Commercial Occupations," a statistical summary of which appears on pages 3 to 6 in this report.

The findings of this survey clearly indicated that:

1. There is need for the public schools to continue to train students to do stenographic work and to increase this instruction in its more advanced phases.

2. There is need to continue the training of bookkeepers at the present rate.

*A number of these were not available until after this study of duties of the general clerk began.

3. There is every good reason to train students to do stenographic work and some bookkeeping, but not highly technical bookkeeping and accounting.

4. The distribution of clerical workers is as follows:

	Per Cent
Non-recording clerks	11.6
Recording clerks	34.8
Specialized clerks	4.4
Miscellaneous	5.6
Total	56.4

5. Minor executive and accounting positions are, as would be expected, attained towards the end of five years of experience, and then only by the older and better-trained workers.

6. The youngest group consists of non-recording clerks. The recording clerks come next in age.

7. This would indicate that, if the demand revealed by the figures of commercial-occupation absorption is to be supplied, training must be provided for the clerks below the grade of bookkeeper, stenographer, and typist. As indicated above, this clerical group comprises 56.4 per cent of all commercial workers.

8. Commercial courses are still standardized upon the basis of shorthand, typewriting, and bookkeeping units and they will continue to attract boys and girls in the upper ranges of high school classes, but the schools need to do something very definite for the student who becomes a general clerk in an office. The following percentages of workers are engaged in the occupations for which the schools definitely prepare:

	Per Cent
Stenographic	15.6
Typewriting	2.4
Bookkeeping	5.2
Total	23.2

This means that approximately two out of every eleven persons in commercial occupations are stenographers and typists, and that about one out of every twenty is a bookkeeper.

A study of school census figures and of the type of positions boys and girls enter shows the following:

1. Less than 40 per cent of the boys and girls who are found in the ninth grade graduate from high school.

2. About one-fourth of those who remain until they graduate enter stenographic, typing, and junior bookkeeping positions.

3. About one-half of those who drop out or graduate from high school enter commercial occupations and the other half either go to college, enter industry, or do nothing.

4. Fifty-six per cent of those who go into commercial occupations begin as general clerks.

5. In other words, out of every 100 boys and girls who enter the ninth grade, 60 drop out before graduating from high school. Of these, 30 go into factories and 30 into offices, leaving 40 who graduate from high school. Of these 40 who graduate, 20 go into industry, colleges, and trades, leaving 20 who go into offices. Of these 20 entering offices, 5 (or one-fourth) go into stenographic, typing, and junior bookkeeping positions, leaving 15 graduates who start office work as general clerks. In short, 30 of the drop-outs and 15 of the high school graduates start their business careers as general clerks. This means that of 100 boys and girls in the ninth grade, 45 are definitely beginning work as general clerks.

6. Adequate preparation is given to boys and girls in stenography, typing, and bookkeeping. The Cleveland business community readily absorbs all those who are trained in these subjects.

What needs to be done to meet this situation? Is it possible to build a course of study upon facts obtained from the business community?

(Text continues on page 7.)

COMMERCIAL OCCUPATIONS OF PUPILS LEAVING OR GRADUATING FROM CLEVELAND JUNIOR AND SENIOR HIGH SCHOOLS*

The former pupils of Cleveland schools whose employment records appear in this study were selected so as to secure a fair sampling of the total population leaving Cleveland junior and senior high schools during the five years previous to 1923-24. The plan of selection was devised by Carleton H. Mann, Division of Research.

These persons are divided into two groups, the commercial and the industrial - about 40 per cent of the former and 60 per cent of the latter. This sheet presents an analysis of the commercial workers only.

The pupils were selected by principals or their assistants according to the plan devised by Mr. Mann. Teachers working under the direction of the Vocational and Educational Guidance Committee of the Schoolmasters' Club interviewed these persons.

Emphasis should be placed upon the fact that the data reported here are the result of interviews, not question blanks sent out at random.

The final labor of preparing this report was performed by Messrs. LaDu and McCullough. The Division of Research cooperated in giving technical advice, providing the clerical work, and for the publication of this report. W.L. Connor, Chairman of Committee.

AGE AND GRADE COMPLETED WHEN LEAVING SCHOOL

	Junior High			Senior High			Normal		University				Total
Ages	7	8	9	10	11	12	1	2	1	2	3	4	
12	-	-	-	-	-	-	-	-	-	-	-	-	-
13	-	1	-	-	-	-	-	-	-	-	-	-	1
14	-	3	3	-	-	-	-	-	-	-	-	-	6
15	3	11	12	5	-	-	-	-	-	-	-	-	31
16	4	18	30	25	7	5	-	-	-	-	-	-	89
17	2	6	3	11	6	34	-	-	-	-	1	-	63
18	-	1	1	-	6	21	-	2	3	1	-	-	35
19	-	-	-	-	1	7	2	1	3	-	-	-	14
20	-	-	-	-	-	1	-	2	1	2	1	-	7
21	-	-	-	-	-	1	-	-	-	1	1	-	3
22	-	-	-	-	-	-	-	-	-	-	-	1	1
23	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	9	40	49	41	20	69	2	5	7	4	3	1	250

Junior boys 34; Junior girls 46; Senior boys 62; Senior girls 108

*Prepared by Roy LaDu, Empire Junior High School, and W. S. McCullough, East Senior High School, for the Schoolmasters' Club Committee on Vocational and Educational Guidance. Bulletin No. 174, Board of Education, Cleveland, Ohio, Educational Department, Division of Reference and Research, May 20, 1925.

DISTRIBUTION OF 250 COMMERCIAL WORKERS IN CLEVELAND

By Occupation and Business														By Occupation and Age							
	Business													Age							
Occupation	Retail	Department Store	Wholesale	Jobber Commission	Banking Brokerage Insurance	Manufacturing	Transportation	Public Utilities	Public Officials	Real Estate	Professional	Total	Per Cent	16 & 17	18 & 19	20 & 21	22 & 23	24 & 25	26 & 27	Total	Per Cent
Executive or supervisory	8	2	1	1	2	1	—	—	—	—	2	17	--	--	3	9	4	--	1	17	--
Per cent	47.0	12.0	6.0	6.0	12.0	6.0	—	—	—	—	12.0	—	6.8	--	17.6	52.9	23.5	--	5.9	--	6.8
Non-recording clerks:																					
Cashier (coin)	2	5	--	--	--	--	--	--	--	--	--	7	24.1	3	3	1	--	--	--	7	24.1
Errand boy	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
File clerk	1	--	1	--	3	--	1	--	--	--	--	6	20.7	3	3	--	--	--	--	6	20.7
Mail clerk	--	1	--	--	1	--	--	--	--	--	--	2	6.9	--	1	1	--	--	--	2	6.9
Messenger	--	2	--	--	3	--	1	1	--	--	--	7	24.1	5	2	--	--	--	--	7	24.1
Office boy	--	--	--	--	--	1	--	--	--	--	--	1	3.5	1	--	--	--	--	--	1	3.5
Page	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Receiving clerk	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Shipping clerk	--	1	--	--	--	--	--	--	--	--	--	1	3.5	--	1	--	--	--	--	1	3.5
Stock clerk	--	1	3	--	--	1	--	--	--	--	--	5	17.2	3	2	--	--	--	--	5	17.2
Total	3	10	4	--	7	2	2	1	--	--	--	29	--	15	12	2	--	--	--	29	--
Per cent	10.4	34.5	13.8	--	24.1	6.9	6.9	3.5	--	--	--	--	11.6	51.7	41.4	6.9	--	--	--	--	11.6
Recording clerks:	--	--	1	--	--	--	--	--	--	--	--	1	1.1	--	--	1	--	--	--	1	1.1
General clerk	14	3	10	2	2	13	6	2	--	1	7	60	69.0	17	31	9	3	--	--	60	69.0
Bill clerk	--	--	1	--	--	--	--	1	--	--	--	2	2.3	1	1	--	--	--	--	2	2.3
Collector	--	--	1	--	--	--	--	--	--	--	--	1	1.1	--	1	--	--	--	--	1	1.1
Cost clerk	--	--	1	--	--	--	--	--	--	--	--	1	1.1	--	1	--	--	--	--	1	1.1
Invoice clerk	--	--	2	--	--	--	--	--	--	--	--	2	2.3	1	1	--	--	--	--	2	2.3
Order clerk	--	--	1	--	--	1	--	--	--	--	--	2	2.3	--	1	1	--	--	--	2	2.3
Price clerk	--	--	1	--	--	--	--	--	--	--	--	1	1.1	--	1	--	--	--	--	1	1.1
Pay-roll clerk	--	--	--	--	--	1	--	--	--	--	--	1	1.1	--	1	--	--	--	--	1	1.1
Statistical clerk	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Store clerk	12	2	--	1	--	--	--	--	--	--	--	15	17.2	--	6	7	2	--	--	15	17.2
Time clerk	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Voucher clerk	1	--	--	--	--	--	--	--	--	--	--	1	1.1	1	--	--	--	--	--	1	1.1
Total	27	5	18	3	2	15	6	3	--	1	7	87	--	20	44	18	5	--	--	87	--
Per cent	31.0	5.7	20.7	3.4	2.3	17.2	6.9	3.4	--	1.1	8.0	--	34.8	23.0	50.6	20.7	5.7	--	--	--	34.8

Bookkeeping:																										
Accountant	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Cost accountant	--	--	--	1	1	--	--	--	--	--	--	2	15.4	--	--	--	--	--	--	--	--	--	--	--	--	--
Bookkeeper	2	1	3	2	1	1	--	--	--	--	--	10	77.0	1	--	1	--	--	--	--	2	15.4				
Bookkeeper-cashier	1	--	--	--	--	--	--	--	--	--	--	1	7.7	1	3	6	--	--	--	--	10	77.0				
Entry clerk	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	1	--	--	--	1	7.7				
Journal clerk	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--				
Ledger clerk	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--				
Total	3	1	3	3	2	1	--	--	--	--	--	13	--	2	3	7	1	--	--	13	--	--				
Per cent	23.1	7.7	23.1	23.1	15.4	7.7	--	--	--	--	--	--	5.2	15.4	23.1	53.8	7.7	--	--	--	5.2					
Stenographic:																										
Stenographer	2	1	3	2	3	1	1	2	3	1	5	24	61.5	5	14	4	1	--	--	24	61.5					
Stenographer-bookkeeper	1	--	1	--	--	1	--	--	1	--	--	4	10.3	2	1	--	1	--	--	4	10.3					
Secretary	--	--	2	1	3	1	--	--	2	--	2	11	28.2	--	3	5	3	--	--	11	28.2					
Total	3	1	6	3	6	3	1	2	6	1	7	39	--	7	18	9	5	--	--	39	--					
Per cent	7.7	2.5	15.4	7.7	15.4	7.7	2.5	5.1	15.4	2.5	17.9	--	15.6	17.9	46.2	23.1	12.8	--	--	--	15.6					
Machine operator:																										
Addressing machine	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--					
Billing machine	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--					
Bookkeeping machine	1	--	1	--	--	--	--	--	--	--	--	2	9.5	--	1	1	--	--	--	2	9.5					
Calculating machine	--	2	--	--	--	--	--	--	--	--	--	2	9.5	2	--	--	--	--	--	2	9.5					
Card-punching machine	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--					
Duplicating machine	--	--	1	--	2	--	--	--	--	--	--	3	14.3	1	2	--	--	--	--	3	14.3					
Telephone switchboard	--	--	--	1	--	--	--	5	--	--	2	8	38.1	1	6	1	--	--	--	8	38.1					
Tabulating machine	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--					
Typewriting	--	--	--	1	1	--	--	--	1	1	1	6	28.6	3	2	1	--	--	--	6	28.6					
Other machines	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--					
Total	1	2	2	2	3	1	--	5	1	1	3	21	--	7	11	3	--	--	--	21	--					
Per cent	4.8	9.5	9.5	9.5	14.3	4.8	--	23.8	4.8	4.8	14.3	--	8.4	33.3	52.4	14.3	--	--	--	--	8.4					
Specialized clerical positions in:																										
Advertising department	--	--	--	1	--	--	--	--	--	--	1	2	33.3	--	1	--	1	--	--	2	33.3					
Credit department	--	1	--	--	--	--	--	1	--	--	--	2	33.3	--	--	2	--	--	--	2	33.3					
Mail department	--	--	--	--	1	1	--	--	--	--	--	2	33.3	1	--	1	--	--	--	2	33.3					
Purchasing department	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--					
Traffic department	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--					
Total	--	1	--	1	1	1	--	1	--	--	1	6	--	1	1	3	1	--	--	6	--					
Per cent	--	16.6	--	16.6	16.6	16.6	--	16.6	--	--	16.6	--	2.4	16.6	16.6	50.0	16.6	--	--	--	2.4					
Special business clerical positions not otherwise named																										
Total	--	--	--	--	1	2	--	2	--	--	--	5	100.0	1	4	--	--	--	--	5	100.0					
Per cent	--	--	--	--	20.0	40.0	--	40.0	--	--	--	--	2.0	20.0	80.0	--	--	--	--	--	2.0					
Store selling service:																										
Sales person	5	5	1	2	1	--	--	--	--	2	--	16	84.2	5	3	5	2	--	1	16	84.2					
Delivery worker	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--					
Wrapper	--	--	--	1	--	--	--	--	--	--	--	1	5.3	--	1	--	--	--	--	1	5.3					
Inspector	--	2	--	--	--	--	--	--	--	--	--	2	10.5	1	1	--	--	--	--	2	10.5					
Tube attendants	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--					
Total	5	7	1	3	1	--	--	--	--	2	--	19	--	6	5	5	2	--	1	19	--					
Per cent	26.3	36.8	5.3	15.8	5.3	--	--	--	--	10.5	--	--	7.6	31.6	26.3	26.3	10.5	--	5.3	--	7.6					
Miscellaneous	--	1	2	--	2	--	1	3	--	--	5	14	--	8	4	1	--	1	--	14	--					
Total	--	1	2	--	2	--	1	3	--	--	5	14	100.0	8	4	1	--	1	--	14	--					
Per cent	--	7.1	14.3	--	14.3	--	7.1	21.4	--	--	35.9	--	5.6	57.2	28.6	7.1	--	7.1	--	--	5.6					
Grand total	50	30	37	16	27	26	10	17	7	5	25	250	--	67	105	57	18	1	2	250	--					
Per cent	20.0	12.0	14.8	6.4	10.8	10.4	4.0	6.8	2.8	2.0	10.0	--	100.0	26.8	42.0	22.8	7.2	.4	.8	--	100.0					

BUSINESS SUBJECTS STUDIED AND SCHOOLS WHERE EACH SUBJECT WAS STUDIED FOR MORE THAN ONE MONTH

	High School				Private				University				Other Schools	
	Day		Evening		Day		Evening		Day		Evening			
	Number of Pupils	Average Number of Months Studied	Number of Pupils	Average Number of Months Studied	Number of Pupils	Average Number of Months Studied	Number of Pupils	Average Number of Months Studied	Number of Pupils	Average Number of Months Studied	Number of Pupils	Average Number of Months Studied	Number of Pupils	Average Number of Months Studied
Business English. . .	63	19.8	4	7.2	28	7.8	4	5.2	2	7.0	--	--	--	--
Commercial arithmetic	94	8.7	1	10.0	20	7.3	2	4.0	--	--	--	--	--	--
Bookkeeping	109	11.6	4	7.2	27	7.4	4	5.2	1	1.0	--	--	--	--
Penmanship.	88	8.5	2	10.0	24	7.9	3	4.0	1	5.0	--	--	--	--
Stenography	68	16.0	7	6.0	28	7.9	9	6.3	--	--	--	--	1	8.0
Typewriting	107	12.8	8	7.6	31	9.0	9	6.8	--	--	--	--	1	8.0
Commercial geography.	66	5.7	2	6.5	2	4.0	--	--	2	9.0	--	--	1	5.0
Commercial law. . . .	39	4.8	--	--	15	7.4	2	9.5	1	6.0	--	--	1	3.0
Office practice . . .	21	6.4	1	10.0	11	4.7	--	--	--	--	--	--	1	6.0
Accounting.	3	6.6	--	--	3	6.8	--	--	--	--	--	--	--	--
Cost accounting . . .	5	4.7	--	--	3	6.0	--	--	1	3.0	--	--	--	--
Marketing	1	5.0	--	--	1	9.0	--	--	--	--	--	--	--	--
Salesmanship.	5	6.8	--	--	4	6.7	2	7.5	--	--	--	--	2	6.0
Finance	--	--	--	--	--	--	--	--	--	--	--	--	2	5.5
Retail stores service	3	5.0	--	--	--	--	1	1.0	--	--	--	--	--	--
Banking	--	--	1	3.0	--	--	--	--	--	--	--	--	--	--
Law	--	--	--	--	--	--	--	--	--	--	1	30.0	1	6.0

The Third Problem. To define the scope of the present study. Shorthand has always been the greatest help in obtaining and holding a job. Typewriting and bookkeeping come next. Employers agree, however, that many boys and girls trained in these subjects will not take a strictly clerical position unless it promises very definitely to develop into stenographic or bookkeeping work. Therefore the two committees agreed that this study should exclude all employees who had any stenographic or bookkeeping duties. By "bookkeeping duties" were meant those of a more technical nature that involve taking a trial balance, making adjusting and closing journal entries, making out columnar work sheets, and setting up profit and loss statements or balance sheets. Those clerks who work entirely on ledgers, vouchers, journals, cash records, etc. are summarizing and preparing the details for the bookkeeper or accountant, but their work is more of a clerical nature and can be performed efficiently with but little technical bookkeeping knowledge.

The object of the study was: "To analyze the duties of the clerical workers other than those whose work is primarily stenography and bookkeeping, and to build a course of study for the training of this group."

The Fourth Problem. To make contacts with office clerks in order to obtain a list of the duties they perform. Two plans were tried:

1. Invitations were sent by letter to graduates and drop-outs of one of the Cleveland high schools, asking them to come to the school on certain evenings and tell members of the committee what duties they were performing in their jobs.

2. Letters were written to others asking them to list their office duties on an enclosed questionnaire and to mail it in to the committee. Both plans failed.

The Fifth Problem. To gather a list of duties of general clerks from all other possible sources.

It soon became evident that the gathering of a list of clerical duties was a very personal problem. The Educational Committee presented the problem to the Office Managers Group as a whole at one of the monthly meetings and at two subsequent meetings. As a result these requests were followed up by personal interviews, letters, and telephone calls by Mr. Metcalf and the members of his committee. In this way lists of duties performed by clerks were secured not only from office managers, but also from the clerks themselves. Inasmuch as this procedure produced a list of 291 clearly defined and distinct duties, it was thought wise to add to the list a number of the clerical duties performed by secretaries and bookkeepers, as determined by the Charters-Whitley and the Strumpf studies respectively. The result was a list of 417 duties.

The Sixth Problem. To set up questionnaires: (1) for office managers, and (2) for their office clerks, to check. These questionnaires were based on the list of duties secured by the various means mentioned above.

It was decided to follow Charters' method and technique in

listing the duties and in providing columns for checking answers relative to questions concerning each duty. The forms and questionnaires used for this purpose are shown in the following section of this report.

II. QUESTIONNAIRES USED IN THE STUDY

The job analysis sheet shown on page 9, was used by clerks in order to record every duty, no matter how trivial, performed during every hour of each day for one week.

The following forms were most effective in securing the best lists of duties, both from office managers and from clerks.

Board of Education, Cleveland
Educational Department
Committee on Clerical Service and Office Practice

Date: February 10, 1927

Subject: COOPERATIVE STUDY OF CLERICAL SERVICE AND OFFICE PRACTICE

Educational Committees of Board of Education

and

Office Managers Group

of the

Credit Men's Association

Directions to the Office Manager: To be used in the preparation and filling out of the enclosed sheet.

The Committees have listed below the titles of many clerks, to which we hope you may add others that you know exist either in your own organization or in other Cleveland offices. We know this list is tentative and incomplete, and we should like to have the titles that you have given your clerks for the sake of convenience and easy recognition in your own organization.

Please check those titles that indicate the type or kind of clerks whom you now have.

Record keeping:
- Entry clerk
- Journal clerk
- Ledger clerk:
  - Accounts receivable
  - Accounts payable
- Order clerk
- Receiving clerk
- Shipping clerk
- Stock clerk
- Price clerk
- Time clerk
- Pay-roll clerk
- Voucher clerk
- Statistical clerk
- Statement clerk
- Bookkeeping machine operator
- Adding machine operator
- Calculating machine operator
- Cost clerk

_____

_____

_____

Correspondence:
- File clerk
- Mail clerk
- Clerk typist
- Stencil (cutting) clerk
- Duplicating machine operator
- Addressograph machine operator
- Multigraph operator

_____

_____

Personal contacts:
- Messenger
- Office boy
- Store (counter sales) clerk
- Telephone operator
- Cashier
- Salesman

_____

_____

_____

See following pages before checking the items on this page.

ANALYSIS SHEET
(Sample)

Describe duties performed for a day, recording each five-minute period in every hour. Begin at the first five-minute period of the day you are on duty. One job continued through several periods may be so indicated by writing through those periods. Record every minor duty.

_____ Name _____ Date

_____ Employee or Firm Name

8:00	8:05	8:10	8:15	8:20	8:25	8:30	8:35	8:40	8:45	8:50	8:55
9:00	9:05	9:10	9:15	9:20	9:25	9:30	9:35	9:40	9:45	9:50	9:55
10:00	10:05	10:10	10:15	10:20	10:25	10:30	10:35	10:40	10:45	10:50	10:55
11:00	11:05	11:10	11:15	11:20	11:25	11:30	11:35	11:40	11:45	11:50	11:55
12:00	12:05	12:10	12:15	12:20	12:25	12:30	12:35	12:40	12:45	12:50	12:55
1:00	1:05	1:10	1:15	1:20	1:25	1:30	1:35	1:40	1:45	1:50	1:55
2:00	2:05	2:10	2:15	2:20	2:25	2:30	2:35	2:40	2:45	2:50	2:55
3:00	3:05	3:10	3:15	3:20	3:25	3:30	3:35	3:40	3:45	3:50	3:55
4:00	4:05	4:10	4:15	4:20	4:25	4:30	4:35	4:40	4:45	4:50	4:55
5:00	5:05	5:10	5:15	5:20	5:25	5:30	5:35	5:40	5:45	5:50	5:55

Directions to the Office Manager or Supervisor: To be used in the preparation and filling out of sheets like this one.

Make out a sheet for each separate clerk or type of clerk whom you have checked or listed on the preceding page.

Title of Clerk: _____

ANALYSIS OF THE JOB OF CLERK

(Use extra sheets, if necessary)

List below the duties that: (a) This type or group of clerical workers perform (b) Should perform	List in this column the traits of character and elements of training (opposite the duties if possible) that this type of clerk needs in order to perform these specific duties.

_____
Employer

To adapt the preceding form to use by the clerks themselves, the following changes were made:

Directions to the Office Clerk: To be used in the preparation and filling out of this sheet.

ANALYSIS OF THE JOB OF THE CLERK

(Use extra sheets, if necessary)

List below the duties that:
(a) You perform
(b) Should perform

List in this column the traits of character and elements of training (opposite the duties if possible) that you need in order to perform these specific duties.

Your name_____

Your title_____

After an acceptable list of duties had been secured, the duties themselves were analyzed, not only by the office managers of the firms cooperating in the study, but also by the clerks. For this purpose the questionnaire (Form A) on pages 12 to 24 was used by each manager.

FORM A

(Used by Office Managers)

Purpose: To analyze the duties of clerical workers other than those whose work is primarily stenography and bookkeeping, and to build a course of study for the training of this group in day and evening schools.

DIRECTION SHEET

For Office Managers

1. Name of firm . . . . . .
2. Address. . . . . .
3. Kind of business . . . . . Date. . . . . .
4. Official giving information. . . . . .
5. Total number of office employees . . . . . .(include all workers in main, factory, or branch offices in Cleveland)
6. Total number of clerks (exclusive of stenographers and bookkeepers)

Directions

You will find attached a long list of duties performed by clerks. Of course, no one clerk could possibly perform all these duties while in any one position, but every clerk has performed some of them, so this is what we want you to do.

Go through the list and place a check mark (X) after each duty which any one of your clerks is called upon to perform in his or her present position. Even if it is done only occasionally, check it anyhow. In short, put a check mark after all the duties that are ever performed by your clerks in their present positions, no matter how frequently or how infrequently they are performed.

Duties for the Clerk		1. Check those duties that are performed by any or all of your clerks	2. Rate relative importance as: (1) very important; (2) more than average; (3) average; (4) below average.	3. Rate the relative degree of difficulty: (1) very difficult; (2) moderately difficult; (3) easy; (4) very easy	4. Where did the majority of your clerks learn to do those duties?	5. About how long in hours do you think it would take to learn these duties?	6. Where should office clerks learn to do these duties?
	Daily Occasionally				In school On job		In school On job
GENERAL CLERICAL DUTIES							
1. Use telephone							
2. Send telegrams							
3. Receive telegrams							
4. Send cablegrams in code							
5. Receive cablegrams (decode)							
6. Meet callers							
7. Adjust complaints							
8. Hear complaints in office, over telephone, or by mail							
9. Consult with auditor, lawyer, etc							
10. Direct people to proper departments							
11. Get rid of cranks, beggars, etc							
12. Interview buyers							
13. Represent employer							
14. Plan work for others							
15. Handle messenger boys							
16. Manage office							
17. Instruct new employees							
18. Check up supplies							
19. Take inventory							
20. Arrange desk							
21. Revise stock list							
22. Look up names and addresses							
23. Inspect material received							
24. Operate adding machine							
25. Operate a comptometer							
26. Operate a typewriter							
27. Keep record of time cards							
28. Make notes for next day's work							
29. Record legal papers at proper government offices							
30. Dictate to stenographers							
31. Dust office							
32. Keep "tab" on office force							
33. Sweep office							
34. Pay employees							
35. Make up delivery routes							
36. Check athletic service							
37. Operate telephone switchboard							
38. Make up report forms							

Duties for the Clerk	1. Duties		2. Relative importance: 1,2,3,4,	3. Relative difficulty: 1,2,3,4,	4. Where learned		5. Hours of training	6. Where should they be learned?	
	Daily	Occasionally			In school	On job		In school	On job
GENERAL CLERICAL DUTIES (Cont'd)									
39. Gather data for reports.....									
40. Hire employees.....									
41. Travel to make investigations..									
42. Investigate references.....									
43. Interview applicants for positions.....									
44. Make out shipping instructions.									
45. Change dates on rubber stamps daily.....									
46. Run errands.....									
47. Report on repairs for office...									
48. Sharpen pencils.....									
49. Take care of inkwells.....									
50. Shop for employers.....									
51. Open desk, safe, etc.....									
52. Lock desk, safe, etc.....									
53. Wait on customers.....									
54. "Drum up" trade.....									
55. Take care of office clock.....									
56. Talk to visitors when employer is busy.....									
57. Handle petty cash.....									
58. Arrange for jar of distilled water and ice.....									
59. Watch newspapers for business changes.....									
60. Do factory labor.....									
61. Make preparations for annual meetings.....									
62. Send Board of Committees notices									
63. Act as notary public									
64. Make out day's schedule for employer.....									
65. Place daily newspapers, magazines, etc. on employer's desk...									
66. Check up questionnaires.....									
67. Check personnel of committees..									
68. Renew magazine subscriptions...									
69. Deliver policies.....									
70. Look up patents for reference in the Patent Office Gazette...									
71. Look over notes and memos for the day.....									
72. Compile periodical reports.....									
73. Assemble mimeographed material.									
74. Compare copy.....									
75. Post notes (notices).....									
76. Record daily shipments.....									
77. Inspect material received.....									
78. Make graphs.....									
79. Keep records on maps (sales records, etc.).....									
80. Make headings for monthly statements.....									
81. Make out accident reports.....									

Duties for the Clerk	1. Duties: Daily / Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school / On job	5. Hours of training	6. Where should they be learned? In school / On job
GENERAL CLERICAL DUTIES (Cont'd)						
82. Keep record of territory assigned salesmen.....						
83. Operate mimeograph.....						
84. Place telephone memoranda, messages,etc.,where employer will see them.....						
85. Keep current date on calendars visible.....						
86. Get quotations on supplies...						
87. Approve requisitions made out by clerks.....						
88. Anticipate needs of employer as to records,papers,etc., needed on trips,for interview, etc.....						
89. Make out itinerary or schedule for employer's trips.....						
90. Keep desks supplied with equipment.....						
91. Route shipments of material (traffic work of various kinds)						
92. Check remittances as to amounts,dates and signatures.						
93. Make arrangements for radio schedule.....						
94. Check tally sheets on various jobs.....						
95. Take care of signed proxies..						
96. Operate duplicating machine..						
97. Sort advertisements to keep out fraudulent ones.....						
98. Keep office instruction book for employees.....						
99. Apply for automobile and driver's licenses.....						
100. Make out grades.....						
101. Make notes for next day's work						
102. Review unfinished-business file.....						
103. Distribute supplies.....						
104. Write letters not dictated (i.e.,compose letters).....						
105. Dictate to a dictaphone.....						
106. Take dictation from a dictaphone.....						
107. Check up on observance of various laws (in connection with work).....						
108. Zone territory for various purposes.....						
109. Do work involving government duties,customs, tariff regulations, etc.....						
110. Secure government permits of various kinds.....						

Duties for the Clerk	1. Duties: Daily	1. Duties: Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school	4. Where learned: On job	5. Hours of training	6. Where should they be learned? In school	6. Where should they be learned? On job
GENERAL CLERICAL DUTIES (Cont'd)									
111. Keep daily attendance of employees									
112. Make letterpress copies of letters									
BUSINESS PAPERS AND FORMS									
113. Make out bills									
114. Check invoices as to correctness									
115. Make out forms for rebates									
116. Make out forms for allowances									
117. Make out forms for damages									
118. Make out forms for claims									
119. Make out forms for shortages									
120. Make out forms for overcharges									
121. Make out forms for returns									
122. Make out weekly statements for customers									
123. Make out periodic statements to customers									
124. Make out receipts									
125. Make out "O.K." vouchers									
126. Arrange for shipments									
127. Arrange for routes used									
128. Make out bills of lading									
130. Check bills of lading									
131. Arrange for express shipping orders									
132. Make out express shipping orders									
133. Check express shipping orders									
134. Arrange for parcel-post orders									
135. Make out parcel-post orders									
136. Check parcel-post orders									
137. Order office supplies									
138. Make out drafts									
139. Make out notes									
140. Make out checks									
141. Make out trade acceptances									
142. Business papers in general									
143. Indorse business papers									
144. Make out account sales									
145. Make out account purchases									
146. Make out special C.O.D. papers									
147. Make out requisitions									
148. Make out receiving slips									
149. Make out stock cards									
150. Make out price slips									
151. Make out perpetual inventory cards									
152. Keep perpetual inventory records									
153. Make out time cards									
154. Make out time slips									
155. Make out summaries of time cards or slips									

Duties for the Clerk	1. Duties: Daily / Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school / On job	5. Hours of training	6. Where should they be learned? In school / On job
BUSINESS PAPERS AND FORMS (Cont'd)						
156. Make out pay-roll record.....						
157. Make out cost sheets.....						
158. Make out job cards.....						
159. Make out inspector's cards....						
160. Make out delivery cards.....						
MAILING DUTIES						
161. Get mail.....						
162. Open mail.....						
163. Sort mail.....						
164. Forward mail.....						
165. Stamp mail (as to date,etc.)..						
166. Read incoming mail.....						
167. Trace mail.....						
168. Make notes on mail which superior should see.....						
169. Weigh mail.....						
170. Sign for registered mail.....						
171. Have mail registered.....						
172. Take mail to post office.....						
173. Figure parcel-post rate.....						
174. Have mail insured.....						
175. Fold letters.....						
176. Insert letters in envelopes...						
177. Stamp letters, etc.....						
178. Address letters,packages,etc..						
179. Operate addressograph.....						
180. Stamp mail(as to date,etc.) by hand.....						
181. Stamp mail(as to date,etc.) with machine.....						
182. Sign dictator's mail.....						
183. Sign circular letters.....						
184. Mark,attach,or get enclosures.						
185. Seal mail by hand.....						
186. Seal mail by machine.....						
187. Tie up packages.....						
188. Dictate answers to mail.....						
189. Answer mail with standard paragraphs.....						
190. Roll up plans, blue prints,etc.						
191. Read outgoing mail to check up on information, etc.....						
192. Read outgoing mail for mistakes						
193. Read outgoing mail for enclosures.....						
194. Get franking permit from post office.....						
195. Make up mailing list.....						
196. Check mailing list.....						
197. Revise mailing list.....						
198. Purchase postage(requisition stamps).....						
199. Deliver letters to proper persons.....						

Duties for the Clerk	1. Duties: Daily	1. Duties: Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school	4. Where learned: On job	5. Hours of training	6. Where should they be learned? In school	6. Where should they be learned? On job
FILING DUTIES									
200. File material in alphabetical order									
201. File material in numerical order									
202. File material in geographical order									
203. File material in chronological order									
204. File material in order of subject									
205. Get materials from files									
206. Indicate reminders on daily calendar									
207. List unanswered letters									
208. List of equipment									
209. Revise files									
210. Install filing system									
211. Transfer obsolete material									
212. Sort material for filing									
213. List addresses									
214. List telephone numbers									
215. List price quotations									
216. File clippings									
217. Make cross-index cards									
MISCELLANEOUS DUTIES AND PERSONAL SERVICES FOR EMPLOYER									
218. Make hotel reservations									
219. Make train reservations									
220. Make steamship reservations									
221. Apply for passports for employer									
222. Clean and oil typewriter									
223. Make hospital reservations									
224. Make arrangements for consultation									
225. Assist with laboratory work									
226. Shave dictaphone cylinders									
227. Collect foreign stamps									
228. Keep personal diary for employer									
229. Keep book of activities, trips, honors, degrees, clubs, etc									
230. Prepare exhibits									
231. Arrange physical layout of office, pictures, draperies, etc.									
232. Make blue prints									
233. Trace maps									
234. Examine food for dining room (club or hotel)									
235. Cut stencils									
236. Design letterheads for stationery									
237. Keep in touch with legislative activity that bears on work									

Duties for the Clerk	1. Duties: Daily / Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school	4. Where learned: On job	5. Hours of training	6. Where should they be learned? In school	6. Where should they be learned? On job
MISCELLANEOUS DUTIES AND PERSONAL SERVICES FOR EMPLOYER (Cont'd)								
238. Visit factories.....								
239. Give first aid.....								
240. Prepare and keep up abstract book with abstracts and reprints of speeches, hints for speeches, data, figures, illustrations, etc.....								
241. Distribute theater tickets....								
242. Arrange for disposal of worn-out equipment.....								
243. Dress windows.....								
DUTIES CONNECTED WITH FILING, INDEXING, Etc.								
244. Take care of library.....								
245. Keep follow-up files of letters not answered.								
246. Make folders and folder titles for files (labels).....								
247. Assign file numbers.....								
248. Keep clipping books.....								
249. Keep letter copy book.....								
250. Keep contemplated-work files..								
251. Keep day book.....								
EDITORIAL DUTIES								
252. Arrange for mimeographing.....								
253. Arrange for binding.....								
254. Arrange for printing.....								
255. Prepare material for printer or publisher.....								
256. Read proof.....								
257. Edit manuscript.....								
258. Make up forms for reports, etc.								
259. Edit reports, bulletins, etc...								
260. Compile one report from numerous small ones.....								
261. Arrange programs.....								
262. Translate letters, articles, etc., from foreign languages into English.....								
263. Translate letters, articles, etc., from English into foreign languages.....								
264. Punctuate articles, mss., etc....								
265. Correct letters dictated.....								
266. Write headings or subjects to be amplified.....								
267. Prepare pamphlets and catalogues.....								
268. Abstract articles, reports, etc.								
269. Summarize reports, etc.....								
270. Digest sermons, lectures, etc...								

Duties for the Clerk	1. Duties: Daily	1. Duties: Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school	4. Where learned: On job	5. Hours of training	6. Where should they be learned? In school	6. Where should they be learned? On job
EDITORIAL DUTIES (Cont'd)									
271. Get information from library..									
272. Compile bibliographies.....									
273. Read rulings, current topics, books, etc. that have bearing on work.....									
274. Clip magazine articles.....									
275. Clip newspapers.....									
276. Keep scrapbooks of various kinds.....									
277. Prepare posters for advertising.....									
278. Take care of newspaper publicity of church services, entertainments, campaigns, etc.....									
279. Take care of other publicity, such as announcements, invitations, etc.....									
280. Write advertisements of various kinds (circular letters, bulletins, newspaper, advertising)...									
281. Cancel newspaper advertisements									
282. Write copy for newspapers, magazines, etc.....									
283. Gather news for various papers, magazines, etc.....									
284. Give news, information, etc. to reporters.....									
285. Edit magazine or paper (school paper, house organ, trade magazine, etc.).....									
DUTIES INVOLVED IN MEETING AND HANDLING PEOPLE									
286. Make adjustments of complaints									
287. Discharge employees.....									
288. Make engagements and appointments.....									
289. Select and invite speakers....									
290. Direct people to proper office or department.....									
291. Attend meetings, conventions, banquets, etc.....									
292. Give talks and lectures of various kinds.....									
293. Interview applicants for entrance to schools, clubs, organizations, etc.....									
294. Help place people in position outside the organization, firm, etc.....									
295. Act as guide to visitors about the organization.....									
296. Address a meeting of employees									
297. Take part in employees' functions.....									

Duties of the Clerk	1. Duties: Daily / Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school	4. Where learned: On job	5. Hours of training	6. Where should they be learned? In school	6. Where should they be learned? On job
DUTIES INVOLVED IN MEETING AND HANDLING PEOPLE (Cont'd)								
298. Act on committees.....								
299. Conference with employees....								
300. Organize clubs,welfare work, etc.....								
301. Secure signers for petitions of various kinds.....								
302. Distribute work among other employees.....								
303. Arrange lunch hours for employees, also vacations.....								
304. Check up on unfinished work of other employees.....								
305. Organize office.....								
306. Issue permits for various things.....								
307. Countersign employees' charge purchases,permits,etc.....								
308. O.K. passes, etc.....								
309. Investigate causes of trouble between employees.....								
310. Handle beneficiaries in charity cases.....								
311. Do case work involved in workman's compensation.....								
312. Settle claims for damages,injuries, losses, etc.....								
FINANCIAL AND BOOKKEEPING DUTIES								
313. Prepare personal income tax return for employer.....								
314. Prepare income tax return for company,trust,corporation,etc.								
315. Keep set of books which supplies data for income tax(individual and fiduciaries)....								
316. File income tax return.....								
317. Systematize and record items deductible from income tax...								
318. Make lists of employees for income tax (salaries,etc.)...								
319. Check up city and county tax statements.....								
320. Work in connection with miscellaneous Federal taxes.....								
321. Deposit checks.....								
322. Sign checks.....								
323. Take care of bank book.....								
324. Countersign checks.....								
325. Figure interest.....								
326. Take care of notes,renewals, drafts,etc.....								
327. Make list of personal notes and collateral(employer's)...								
328. Collect notes.....								

Duties for the Clerk	1. Duties: Daily	1. Duties: Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school	4. Where learned: On job	5. Hours of training	6. Where should they be learned?: In school	6. Where should they be learned?: On job
FINANCIAL AND BOOKKEEPING DUTIES (Cont'd)									
329. Make up weekly statement of overdrawn bank accounts.....									
330. Make up weekly statement of overdue notes in bank.....									
331. Get letters of credit from bank.....									
332. Identify people.....									
333. Keep record of interest-due dates.....									
334. Arrange with bank for funds to be wired or cabled.....									
335. Keep open file of days on which to clip coupons.....									
336. Secure quotations from brokers									
337. O.K.annual fidelity bond premiums.....									
338. Have fidelity bonds signed...									
339. Apply for fidelity bonds.....									
340. Figure premiums.....									
341. Make list of securities.....									
342. Fill out Liberty bond coupon slips.....									
343. Exchange Liberty bonds.....									
344. Collect premiums.....									
345. Sell bonds.....									
346. Buy stocks.....									
347. Sell stocks.....									
348. Invest money.....									
349. Exchange temporary bonds for permanent ones.....									
350. Keep file of maturity dates of securities.....									
351. Record securities purchased..									
352. Write transfer powers for stockholders.....									
353. Watch stock market.....									
354. Advise about investments.....									
355. Keep files of dates on which insurance premiums are due...									
356. Take care of personal insurance (employer's).....									
357. Take care of property insurance (employer's).....									
358. O.K. monthly group insurance bills.....									
359. Figure insurance rates.....									
360. Figure policies.....									
361. Abstract policies.....									
362. Sell insurance.....									
363. Apply for group insurance....									
364. Discontinue group insurance..									
365. Keep cash account.....									
366. Keep expense account.....									

Duties for the Clerk	1. Duties: Daily	1. Duties: Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school	4. Where learned: On job	5. Hours of training	6. Where should they be learned? In school	6. Where should they be learned? On job
FINANCIAL AND BOOKKEEPING DUTIES (Cont'd)									
367. Keep and balance personal ledger of employer.....									
368. Keep petty cash account.....									
369. Keep books and ledgers for any purpose.....									
370. Make journal entries.....									
371. Rule off ledger.....									
372. Balance cash daily.....									
373. File receipted bills.....									
374. Total monthly sales.....									
375. Send out invoices for rents due.....									
376. Send out credit vouchers for goods returned.....									
377. Figure pay rolls (office and employer's personal).....									
378. Put up pay-roll money in envelopes.....									
379. Check up on figures in letters, articles, etc.....									
380. Figure percentages for various purposes.....									
381. Make list of contents of office safe and safe-deposit box.....									
382. Keep list of personal property up to date.....									
383. Check up orders against estimates.....									
384. Check internal-revenue report									
385. Check cash-register returns..									
386. Send club bills to treasurer (or other bills).....									
387. O.K. bills of any kind.....									
388. Make bonus lists.....									
389. Prepare vouchers for traveling expense.....									
390. Keep record of rents-due dates									
391. Enter all invoices in a book.									
392. Prepare commission statements									
393. Lease property.....									
394. Sell various commodities.....									
395. Take orders for various commodities.....									
396. Make contract for service, supplies, etc.....									
397. Countersign employees' charges									
398. Pay office bills, employer's personal bills, etc.....									
399. Act as cashier.....									
400. Check remittance sheet.....									
401. Check collections sheet.....									
402. Post data on daily sales sheet									

Duties for the Clerk	1. Duties: Daily	1. Duties: Occasionally	2. Relative importance: 1,2,3,4.	3. Relative difficulty: 1,2,3,4.	4. Where learned: In school	4. Where learned: On job	5. Hours of training	6. Where should they be learned?: In school	6. Where should they be learned?: On job
FINANCIAL AND BOOKKEEPING DUTIES (Cont'd)									
403. Handle collection of outstanding debts.....									
404. Decide charges on work done..									
405. Make decisions and discounts allowable.....									
406. Compile statistical data.....									
407. Interpret financial figures into a simpler statement.....									
408. Keep business figures for employer's desk and personal books.....									
409. File statements of claim.....									
410. Follow up lapsed cases.....									
411. Make up wage and sales comparison record.....									
412. Make up budgets.....									
413. Keep wage and cost comparisons									
414. Check costs.....									
415. Keep control sheet.....									
416. Look up financial ratings....									
417. Purchase foreign exchange....									
418. Clip coupons.....									
419 - 454. Additional miscellaneous duties.....									

The Form B questionnaire, used by the clerks in analyzing their own duties, was the same as that used by the managers, except that the direction sheet and column headings were changed as indicated on the following page.

III. MECHANICAL SUMMARIES AND STATISTICAL TREATMENT OF QUESTIONNAIRES

Statistical summaries of the Form A questionnaire were made by hand. The work involved was found to be long and tedious, and it was therefore decided to use Powers punching and tabulating machines in tabulating summaries of the two Form B questionnaires. The summary of Form A is self-explanatory, but that of Form B requires some explanation of the method used and of the efficiency of mechanical sorting and tabulating.

FORM B

(For Clerks)

Please fill in the following blanks:

1. Name . . . . . Age . . . . . .
2. Amount of public school training (circle answers):

   Elementary school grades completed - 4th, 5th, 6th
   Junior high school grades completed - 7th, 8th, 9th
   Senior high school grades completed - 10th, 11th, 12th
   College years completed - 1st, 2d, 3rd, 4th

3. Months of additional training in other schools:

   Public evening schools. . . . . .
   Business college (day or evening) . . . . . .
   Correspondence schools. . . . . .

4. Business address . . . . . .
5. Title of position now held . . . . . .
6. Occupation of employer (i.e., lawyer, manufacturer, etc.). . .

   . . . . . .

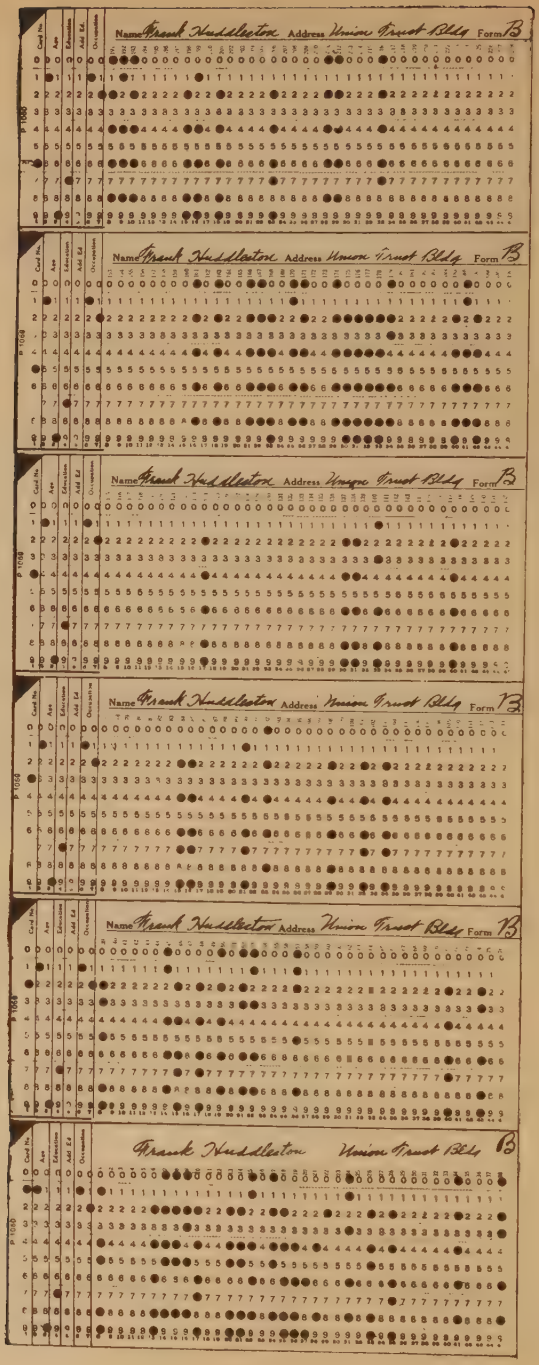
Now please read the attached directions very carefully and answer them to the best of your ability.

Directions

You will find attached a long list of duties performed by clerks. Of course, no one clerk could possibly perform all these duties while in any one position, but every clerk has performed some of them, so this is what we want you to do.

Go through the list and place a check mark (X) after each duty that you are ever called upon to perform in your present position. Even if you only do it occasionally, check it anyhow. In short, put a check mark after all the duties that you ever perform in your present position, no matter how frequently or how infrequently you perform them.

Duties of the Clerk	1. Check duties you perform.		2. Rate relative importance as: (1)very important; (2) more than average; (3) average; (4)below average.	3. Rate the relative degree of difficulty: (1)very difficult; (2)moderately difficult; (3)easy; (4)very easy.	4. Where did you learn to do these duties?		5. About how long in hours did it take you?	6. Where should these duties be learned?	
	Daily	Occasionally			In school	On job		In school	On job
GENERAL CLERICAL DUTIES									
1. Use telephone.....									
2. Send telegram.....									
3. Receive telegrams.....									



Punched Cards Representing Some of the Duties Performed by One Clerk

Miss Etta Mahoney, Statistical Clerk, Bureau of Educational Research, Cleveland Board of Education, at work on the Powers Card-Punching and Sorting and Tabulating Machines

On each card were registered thirty-eight possible duties with ten possible checks on each duty. The card number, the age, school grade completed, additional education of the clerk, the occupation or business of his employer. The code follows

CODE OF GENERAL CLERICAL STUDY

Column 1. Card number

Column 2, 3. Age

Column 4. School grade completed:

Item	Meaning
1, 2, 3, 4	Grades 5, 6, 7, 8 inclusive
5, 6, 7, 8	Grades 9, 10, 11, 12 inclusive
9	First-year college
10	Second-year college
11 (first place upper margin)	Third-year college
12 (second place upper margin)	Fourth-year college

Column 5. Additional education:

Item	Meaning
1	0 to 3 months
2	4 to 6 months
3	7 to 9 months
4	10 to 12 months
5	13 to 15 months
6	16 to 18 months
7	19 to 21 months
8	22 to 24 months
9	25 to 27 months
10	28 to 30 months
11	31 to 33 months
12	over 33 months

Column 6 to 7. Occupation of employer (13 groups or divisions):

Item	Meaning
10	Clerk, Railroad Company
11	Clerk, Telephone Company
12	Clerk, Foundry Supply Company
13	Clerk, Manufacturers
14	Clerk, Ore Mine operators
15	Clerk, School
16	Clerk, Cleveland Auto Club
17	Clerk, Insurance Company
18	Clerk, Wholesale Company
19	Clerk, Board of Education
20	Clerk, Bank
21	Clerk, Post office
22	Clerk, Distributor office appliances

Column 8 to 45 (on 12 cards). Particular duties:

Item	Meaning
1	Performed daily
2	Performed occasionally
3	Important (1 or 2)
4	Unimportant (3 or 4)
5	Difficult (1 or 2)
6	Easy (3 or 4)
7	Learned in school
8	Learned on job
9	Should have been learned in school
10	Should have been learned on the job

DATA SUMMARIZED BY POWERS DISTRIBUTING AND TABULATING MACHINES

Age Distribution

Ages.....	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31-35	36-40	41-45	46-50	51-55	56-60	Not Telling	Total
No. of clerks	1	4	6	7	5	1	5	6	3	3	3	6	3	5	8	3	1	1	1	-	7	79

School Grade Completed

	Elementary				High School				College				Not Telling	Total
Grade completed	5	6	7	8	9	10	11	12	13	14	15	16		
No. of clerks..	-	-	1	8	6	10	10	33	5	1	-	1	4	79

Additional Education (Months)

Months.....	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30	31-33	over 33
No. of clerks	6	13	7	10	6	3	1	5	1	-	-	5

Totals

1/2 yrs.	1/2 to 1 yr.	1 to 2 yrs.	Over 2 yrs.
20	17	15	6

Employer Distribution

Railroad Company....6
Post office.....4
Telephone Company...4
Foundry Supply Company.....2
Distributor office appliances.....1
Manufacturers.....38
Ore Mine Operators..1
School.....6

Cleveland Auto Club.2
Insurance Company...6
Wholesale Company...4
Board of Education..2
Bank.....2
No occupation.....1
Total.....79

Other Summaries That Might Have Been Made. The committees might have analyzed and broken up the data on other bases -- as to age, sex, amount of education, value of additional education, length of experience, type of organization, etc. The analyses were not carried further because:

1. The resulting groups would have been too small for statistical treatment, and any interpretation would not have been reliable.

2. Other studies have evaluated clerical office duties in ways supplementing the present study.

After the statistical summaries (see Section V, Schedules 1 and 2) were made, the next step was to resolve the data into terms useful in curriculum making by evaluating or weighing each item.

The Emerson "End Efficiency Per Cents."* The Emerson technique of "end efficiency per cents" was adapted to the study and used as the technique for evaluating the importance of the topics to be treated in the general clerical course. The list of the duties of general clerks appears in Section V, Schedules 3 and 4. The actual count was reduced to per cents and the Emerson technique was used in arriving at the "index." The purpose was to determine those duties that not only could be taught in school, but also were universal enough to be worthy of a place in the course of study. The "index" number or Emerson's "end efficiency per cent" was obtained for each duty by taking into consideration (multiplying and reducing to per cents) the following:

1. The frequency of the duty in the day's work.
2. The importance of the duty -- very great or very little.
3. The difficulty or ease of learning the duty.
4. Those duties best learned on the job and those best learned in school (see Section V, Schedules 3 and 4).

For example, 96 per cent of the office managers said their general clerks used the telephone daily, 42 per cent rated this duty as of first importance, 31 per cent as of second rate in dif-

* The simplicity of this technique is apparent at a glance. It is doubtful, however, whether anything more elaborate would have been justified in the present situation. Nevertheless, the results of the summary lists follow closely the opinions of office managers who train or "break in" their own clerks. They insist upon practices until certain duties are automatic, then they discuss other duties that fit in with the "policies" of the organization, and finally they usually place in the hands of clerks a directory of the plant, and issue frequent bulletins and booklets. (See Emerson's "Home Study Course in Personal Efficiency," Lesson 4, pages 11 and 12.)

ficulty, and 54 per cent of them believed the operation of the telephone should be learned in school. The product of these per cents, 0.96 x 0.42 x 0.31 x 0.54, equals 0.065, or 6.5 per cent.

In Section V, Schedule 5, the "index" numbers of both the office managers and the clerks have been combined and the "index" numbers arranged in three levels as follows:

1. Office managers, Form A, index numbers:
   - A. Below 0.1*
   - B. From 0.1 to 0.9
   - C. From 1.0 to 10.0
2. General clerks, Form B, index numbers:
   - A. Below 0.1
   - B. From 0.1 to 0.9
   - C. From 1.0 to 10.0
3. Summary or average of both index numbers:
   - A. Below 0.1
   - B. From 0.1 to 0.9
   - C. From 1.0 to 10.0

Classified List of Clerical Duties. Section V, Schedule 6, gives a fairly complete list of the duties of general clerks classified by positions and by the importance of the duty in the course of study in the school. Teachers may well use this list to check their teaching of the general clerical course and as a basis for the development of teaching units.

Breaking Down the General Statement of the Study. The completion of a course of study would require that all the duties in Section V, Schedule 6, be broken down or subdivided somewhat as are the several examples. Further experimentation is suggested in order that teachers may determine the best way of combining these duties into units of class work for purposes of instruction. Many teachers will use the schedules as a check list: (1) to determine the scope and content of the general business and clerical courses; (2) to determine whether they have taught what they need to teach in the junior business education courses; and (3) to determine what further experimentation and analysis of duties may be necessary in the preparation of teaching units.

The following are the nineteen headings under which the duties have been grouped in Section V, Schedule 6:

1. Telephone
2. Information
3. Adjustments
4. General Clerical, Secretarial, and Supervision
5. Stock Clerk
6. Office Boy and Office Girl
7. Filing Duties
8. Machine Operation
9. Record Clerk
10. Legal Duties
11. Cashiering Duties
12. Sales
13. Editorial
14. Manual Labor
15. Drafting and Drawing
16. Transportation, Travel, & Hotel
17. Mail and Express
18. Financial
19. Telegrams, Cable, and Radio

The following is an example of what the teacher can do:

---

* Although the "index" of the duties below 0.1 is given as 0.0, this does not mean that they have a zero value, but simply that they have a low index, which places them in the third column.

CLASSIFICATION OF DUTIES OF GENERAL CLERKS

To Be Used in Course of Study Making

Position	I Duties to be Drilled upon Until the Pupil Can Perform Them with Great Facility	II Duties to be Studied until Thoroughly Understood but Not Drilled upon for Skill	III Duties to Be Identified with the Positions but Not Studied
Telephone clerk...	To use telephone. To operate switch-board.	To place telephone messages where employer will see them.	To list telephone numbers.
File clerk.....	To file material alphabetically. To file material numerically. To sort material for filing.	To file material in order of subject. To review unfinished-business file. To get material from files. To make cross-index cards. To assign file numbers. To file receipted bills.	To file material geographically. To file material chronologically. To transfer obsolete material. To file clippings. To file income tax returns. To make folders for files. To take care of signed proxies. To sort out advertisements; to keep fraudulent ones. To install filing system. To keep open files of days on which to clip coupons. To keep files of dates on which insurance premiums are due.

The above duties have been taken from Schedule 6 but placed under two headings:
(1) Duties of telephone clerk, and (2) Duties of file clerk.
These may be used as the basis of a teaching unit.

A number of teachers of junior business courses have suggested that the duties might also be grouped about large titles in this manner:

General Title of Duties	Duty Numbers
General clerical.....	1 - 112
Business papers and forms.....	113 - 160
Mailing.....	161 - 199
Filing.....	200 - 217 and 244 - 251
Miscellaneous and personal service for employer.....	218 - 243
Editorial.....	252 - 285
Meeting and handling people.....	286 - 312
Financial and bookkeeping.....	313 - 441

IV. INTERPRETATION AND POTENTIAL USE OF DATA

The data may be used to advantage by commercial teachers and supervisors, curriculum makers, guidance and placement officers, general office clerks, and office managers.

Commercial Teachers. Commercial teachers may use the material for making an endless number of teaching units in the actual teaching situations that confront them. It is the very brick and mortar of the "problem" or "project" method. This material will also furnish data for making the right kind of tests and will serve as a check on the content of some of the so-called clerical tests that are already on the market.

Supervisors. Supervisors may use the material as the background for checking performance, not only in the general clerical classes, but also in the other commercial subjects, such as shorthand, typewriting, office appliances, bookkeeping, business arithmetic, and business problems. The arrangement of the material offers many suggestions for collecting other material, making community contacts, and selecting text and practice material.

Curriculum Makers, Textbook Writers, and Compilers of Project Material. Curriculum makers can proceed in several directions:

1. They will find their material a starting point for more complete job analyses.

2. They will also find in it a basis for teaching units. For example, large groups of duties presented here may be gathered about a central idea and built into large teaching units that will hold

the interest of the student and unify his work.

3. They will have data for the development of problem-projects, or contracts on the three-level assignment plan.

A. The C student might be held responsible for those "duties to be drilled upon until the pupil can perform them with great facility" (duties from 1.0 to 10.0).

B. The B student might be held responsible for all required of the C student plus those "duties to be studied until thoroughly understood but not drilled upon for skill" (duties 1.0 to 10.0).

C. The A student might be held responsible for all required of the B student plus those "duties to be identified with the positions but not studied" (duties 1.0 to 10.0, 0.1 to 0.9, and below 0.1).

4. This list of duties might well be included also in the prestenographic and prebookkeeping courses of study. This is particularly necessary now in view of the wide use of the balance-sheet or statistical or philosophical approach to the study of bookkeeping, in which business forms and clerical practice are reduced to a minimum.

Guidance and Placement Officers. Guidance officers, armed with information of this type, can talk to young people who contemplate leaving school and advise them as to how they can continue their education and training. By using the material, courses of study can be evaluated and the efficiency of such courses in training for clerical service can be determined. The material fits into any plan for vocational and educational guidance. It helps to organize and interpret the actual, vital experiences of the pupil in using the common business services. It also helps the student to see the practical application of such business services to home, school, and community life. This is far better than the business experiences and knowledges he might gain by haphazard contacts.

Placement officers can better judge the qualifications of young people by using these lists. They will then be able more effectively to fit pupils into specific jobs. Counselors and placement officers can better assist in directing and promoting plans for increasing the experiences of the children by visits to offices. The clerical and business processes to be observed can be checked on the list of duties. These activities will help pupils to analyze and define their problems, lead them to investigate sources of information (school library, occupations library, guidance library), and encourage them to carry on further discussion and work (three-level assignments) in the light of the facts and opinions revealed by personal investigation, etc.

Clerks. While still in day, continuation, or evening school, those students who expect to be office clerks may study the duties in the 1.0 to 10.0 column of Schedule 3, Section V. The next group of duties, 0.1 to 0.9, may be discussed and talked about in class and detailed assignments and special reports called for. The third group, below 0.1, may receive some mention, and reference material may be collected so that the individual preferences for various kinds of work may be encouraged and emphasized.

Junior clerks who attend continuation or evening schools may find that they know considerable about the "automatic" clerical duties, but need to specialize. They can spend their time profitably in learning more about the duties in columns 0.1 to 0.9 and below 0.1. Those who are already working may also use the lists as a "self-rating" scheme. They may ask the office manager to check those duties on the list that he wishes them to learn or to perform more skillfully. Clerks, themselves, may group the duties about various titles. This means that the information clerk, for instance, may have a very different alignment of duties in one office as compared with those in another office.

Office Managers. Since office work changes by infinitesimal degrees from day to day, busy employers may not always know what to expect of the general clerk. The more ambitious and intelligent clerk is likely to get far away from the original "line up" because he sees many things to do and does them. If employers have a list of duties for general clerks, they can see what is ordinarily expected of the clerks and thereby attain a more efficient division of labor. They can check duties of less experienced clerks whom the supervising clerk may be asked to supervise. The material will be helpful in deciding whether or not to employ an additional clerk and in determining exactly what knowledges and skills the beginner ought to have in order to fit into the present set-up. When the office manager consults the school placement officer, both will be talking a common language. A clerk is a clerk and not one trained to do something else but willing to work as a clerk. Business men will know that the public schools are training for a wide range of junior office positions instead of for only three or four types.

V. STATISTICAL TABLES

The tabulations of the information that this survey reveals appear on the following pages:

Schedule Number	Title of Schedule	Pages
1.	Tabulation of Form A Questionnaires (Office Managers)	36-49
2.	Tabulation of Form B Questionnaires (General Clerks)	50-64
3.	Tabulation of Form A Questionnaires by Emerson's "End Efficiency Per Cents".	66-79
4.	Tabulation of Form B Questionnaires by Emerson's "End Efficiency Per Cents".	80-93
5.	Combination of Schedules 3 and 4 in columns 1.0 to 10.0, 0.1 to 0.9, and below 0.1 . .	94-109
6.	Duties Classified by Positions and Arranged About General Headings.	110-133
7.	Partial Analysis of Several Mentioned Duties as a Basis for Teaching Units. . . .	134-143
8.	List of Cleveland Office Managers Who Participated in the Study.	144

Schedule 1

Tabulation of Form A Questionnaires (Office Managers)

	Daily	Occasionally	Relative Importance 1	2	3	4	Degree of Difficulty 1	2	3	4	Where Learned School	Job	Should Learn School	Job
1. Use telephone	23	4	11	6	6	1	-	8	12	4	1	24	14	13
2. Send telegrams	16	10	9	3	6	3	-	10	6	6	0	24	9	15
3. Receive telegrams	17	10	9	1	5	6	-	4	7	9	0	24	8	15
4. Send cablegrams in code	1	7	4	2	1	-	3	3	-	1	0	8	2	6
5. Receive cablegrams (decode)	1	7	3	1	1	1	4	3	-	-	0	8	6	10
6. Meet callers	21	5	13	4	5	-	5	13	3	2	0	25	13	15
7. Adjust complaints	13	9	14	3	2	-	11	6	2	-	1	19	6	14
8. Hear complaints in office, over telephone, or by mail	10	10	9	3	4	-	6	7	3	-	0	17	8	13
9. Consult with auditor, lawyer, etc	3	6	4	3	1	1	3	6	-	-	1	9	1	9
10. Direct people to proper departments	20	4	6	5	5	4	1	2	7	10	0	20	5	16
11. Get rid of cranks, beggars, etc	10	8	4	3	7	8	2	6	5	8	0	23	5	18
12. Interview buyers	10	4	5	6	1	-	3	7	1	1	0	12	1	12
13. Represent employer	6	7	7	3	1	-	6	5	-	-	1	11	6	9
14. Plan work for others	17	3	12	2	1	-	9	7	2	1	1	19	7	14
15. Handle messenger boys	13	8	3	7	1	7	2	6	9	1	1	18	6	13
16. Manage office	16	2	15	-	-	-	9	6	-	-	0	17	5	10
17. Instruct new employees	9	18	15	5	1	-	9	12	2	-	0	23	6	17
18. Check up supplies	10	16	6	8	5	5	1	10	7	5	2	22	12	15
19. Take inventory	6	15	8	5	5	1	3	6	9	2	1	20	12	14
20. Arrange desk	16	4	2	1	9	6	-	1	7	10	3	15	9	11
21. Revise stock list	4	8	1	2	8	-	1	2	5	2	0	12	3	10
22. Look up names and addresses	13	7	8	1	5	3	1	3	5	8	4	13	9	10
23. Inspect materials received	11	10	6	9	4	-	1	7	9	2	1	19	3	16
24. Operate adding machine	23	5	7	8	10	3	1	11	8	2	10	18	16	9
25. Operate a comptometer	13	5	5	4	6	-	1	12	-	2	11	7	15	3
26. Operate a typewriter	25	4	11	9	5	-	2	17	3	2	26	4	23	4
27. Keep record of time cards	14	2	9	2	1	1	-	10	1	5	1	13	11	6
28. Make notes for next day's work	11	5	2	5	5	2	-	4	6	3	5	13	8	9
29. Record legal papers at proper government offices	1	7	2	3	-	1	-	4	2	-	0	8	4	5

30. Dictate to stenographers	16	5	10	4	4	-	5	10	3	-	2	19	12	10
31. Dust office	3	3	1	-	3	2	-	-	2	4	1	3	3	4
32. Keep "tab" on office force	9	2	3	5	1	-	3	2	4	1	0	10	1	9
33. Sweep office	-	2	1	-	-	1	-	-	1	1	0	2	0	3
34. Pay employees	7	10	7	4	2	1	-	3	8	3	0	15	2	14
35. Make up delivery routes	7	2	1	2	3	2	1	3	3	-	0	9	2	6
36. Check athletic service	-	2	-	1	-	1	-	1	1	1	1	1	2	1
37. Operate telephone switchboard	22	1	13	3	3	1	3	12	3	1	7	16	16	7
38. Make up report forms	13	9	7	5	5	-	3	13	1	1	4	17	10	11
39. Gather data for reports	11	10	3	10	3	-	3	9	2	1	3	13	7	9
40. Hire employees	4	9	8	1	-	1	4	5	-	1	0	11	4	8
41. Travel to make investigations	3	5	3	3	-	-	3	2	1	-	1	8	1	7
42. Investigate references	4	5	1	6	1	-	1	4	3	0	0	10	3	6
43. Interview applicants for positions	4	11	10	2	-	-	2	8	1	1	0	15	6	9
44. Make out shipping instructions	14	1	9	3	-	-	2	7	2	1	2	13	7	9
45. Change dates on rubber stamps daily	16	2	2	2	4	7	1	1	2	10	4	13	10	5
46. Run errands	16	6	-	5	3	10	1	1	1	15	1	16	5	11
47. Report on repairs for office	3	10	1	2	4	3	1	-	5	4	0	12	0	11
48. Sharpen pencils	20	2	2	1	3	12	1	-	2	15	11	9	13	5
49. Take care of inkwells	15	8	11	1	4	12	1	-	2	16	9	11	14	6
50. Shop for employers	2	9	-	-	4	4	-	-	5	3	6	3	2	7
51. Open desk, safe, etc	23	1	6	2	4	6	1	4	3	10	2	17	5	12
52. Lock desk, safe, etc	22	2	7	4	1	6	2	1	4	10	3	18	4	12
53. Wait on customers	11	3	7	2	3	-	2	7	4	-	1	12	4	9
54. "Drum up" trade	4	1	2	-	-	1	1	-	-	1	-	3	-	3
55. Take care of office clock	8	4	2	1	1	5	-	1	2	6	-	10	4	7
56. Talk to visitors when employer is busy	12	11	5	5	4	4	2	10	1	5	1	20	9	12
57. Handle petty cash	19	4	11	5	2	1	3	11	3	1	2	14	11	8
58. Arrange for jar of distilled water and ice	5	2	-	1	1	3	-	-	2	3	-	7	1	6
59. Watch newspapers for business changes	6	2	1	2	2	1	-	3	2	1	-	7	3	6
60. Do factory labor	2	-	-	-	1	-	-	-	1	-	-	2	-	2
61. Make preparations for meetings	2	4	2	2	-	-	-	2	2	-	-	6	4	4
62. Send Board of Committees notices	1	1	1	-	-	-	-	-	1	-	-	2	-	3
63. Act as notary public	6	10	5	4	3	2	2	3	6	2	1	14	4	11
64. Make out day's schedule for employer	2	3	2	1	1	-	1	1	1	1	-	5	4	4
65. Place daily newspapers, magazines, etc. on employer's desk	6	1	-	-	2	5	-	-	1	6	-	6	1	5
66. Check up questionnaires	4	8	4	2	2	2	1	5	4	-	-	13	3	10
67. Check personnel of committees	1	4	1	2	-	1	-	3	-	1	-	5	-	5
68. Renew magazine subscriptions	4	6	-	-	2	3	-	-	1	4	-	6	2	5

Schedule 1 (Continued)

Tabulation of Form A Questionnaires (Office Managers)

	Daily	Occasionally	Relative Importance 1	2	3	4	Degree of Difficulty 1	2	3	4	Where Learned: School	Job	Should Learn: School	Job
69. Deliver policies	2	5	-	-	2	2	-	-	1	3	-	4	-	4
70. Look up patents for reference in Patent Office Gazette	-	4	2	-	-	-	-	1	1	-	-	3	2	1
71. Look over notes and memos for the day	12	1	2	4	1	1	1	3	2	2	2	8	5	5
72. Compile periodical reports	6	6	5	2	-	-	7	2	-	-	-	9	3	6
73. Assemble mimeographed material	8	10	6	7	2	1	-	5	7	1	4	15	10	9
74. Compare copy	9	9	3	5	6	-	1	5	7	1	3	13	13	5
75. Post notes (notices)	8	9	3	3	2	4	1	-	4	5	2	12	7	6
76. Record daily shipments	14	4	7	2	2	-	2	7	3	-	-	13	7	8
77. Inspect material received	10	6	8	3	1	-	-	11	1	-	-	13	4	9
78. Make graphs	4	9	1	4	4	2	-	4	1	-	1	12	10	2
79. Keep records on maps (sales records, etc.)	8	3	1	5	-	-	4	1	-	-	-	6	3	4
80. Make headings for monthly statements	6	12	4	4	4	2	-	5	5	4	4	13	12	5
81. Make out accident reports	5	13	5	4	5	-	-	8	4	1	-	14	4	11
82. Keep record of territory assigned salesmen	6	2	1	3	1	-	1	2	1	1	1	7	2	5
83. Operate mimeograph	10	4	2	5	3	1	-	4	5	-	3	9	10	2
84. Place telephone memoranda, messages, etc., where employer will see them	19	6	5	5	1	5	1	-	5	13	2	14	8	9
85. Keep current date on calendars visible	16	5	2	4	3	5	1	-	4	11	-	18	7	8
86. Get quotations on supplies	11	6	5	10	-	-	-	5	7	2	1	15	5	12
87. Approve requisitions made out by clerks	10	5	5	5	2	-	2	2	9	-	-	12	4	9
88. Anticipate needs of employer as to records, papers, etc., needed on trips for interview, etc	5	8	2	5	3	1	1	2	6	2	-	12	4	10
89. Make out itinerary or schedule for employer's trips	-	4	1	1	1	-	-	1	2	-	-	4	4	-
90. Keep desks supplied with equipment	9	6	3	4	3	3	1	-	5	5	1	13	7	7
91. Route shipments of material (traffic work of various kinds)	8	3	5	2	-	-	3	5	-	-	-	10	5	5
92. Check remittances as to amounts, dates, and signatures	17	1	14	1	-	1	3	11	1	1	1	15	9	7

93. Make arrangements for radio schedule	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
94. Check tally sheets on various jobs	6	2	1	2	2	-	-	5	-	-	1	8	3	5	
95. Take care of signed proxies	4	4	4	-	1	-	-	2	3	-	1	5	3	2	
96. Operate duplicating machine	8	5	1	3	3	2	-	4	3	2	2	9	10	1	
97. Sort advertisements to keep out fraudulent ones	1	-	-	-	-	1	-	-	1	-	-	1	1	-	
98. Keep office instruction book for employees	1	3	1	1	1	-	-	1	1	-	-	4	1	2	
99. Apply for automobile and driver's licenses	1	8	2	1	1	3	-	3	2	2	-	8	3	5	
100. Make out grades	1	1	2	-	-	2	-	2	-	-	1	1	1	1	
101. Make notes for next day's work	10	2	4	1	3	2	1	1	2	3	1	9	6	5	
102. Review unfinished-business file	6	3	1	-	3	2	-	3	1	2	-	6	3	4	
103. Distribute supplies	14	5	1	6	4	4	1	4	3	5	-	17	7	11	
104. Write letters not dictated, i.e., compose letters	13	10	10	7	1	1	4	11	2	1	5	17	18	5	
105. Dictate to a dictaphone	15	2	6	5	1	1	5	5	3	1	4	10	11	2	
106. Take dictation from a dictaphone	14	3	6	4	1	-	5	4	2	1	8	8	13	1	
107. Check up on observance of various laws (in connection with work)	2	5	5	-	1	1	3	2	1	-	2	8	3	5	
108. Zone territory for various purposes	2	5	3	1	-	1	2	2	1	-	1	8	2	7	
109. Do work involving government duties, customs, tariff regulations, etc	2	5	4	1	-	-	1	4	-	-	-	5	2	2	
110. Secure government permits of various kinds	2	4	1	2	-	-	1	1	1	-	-	5	2	2	
111. Keep daily attendance of employees	16	1	5	6	5	-	-	3	5	7	1	15	6	9	
112. Make letterpress copies of letters	1	1	-	-	1	-	-	-	-	2	1	1	2	-	
113. Make out bills	18	5	10	7	-	-	2	9	4	2	4	14	12	6	
114. Check invoices as to correctness	17	5	10	5	-	-	3	7	6	1	4	14	14	5	
115. Make out forms for rebates	7	4	5	-	2	-	1	3	3	-	2	8	9	4	
116. Make out forms for allowances	8	5	7	1	1	-	-	6	3	-	2	9	7	5	
117. Make out forms for damages	7	6	6	-	2	1	7	4	1	-	2	10	8	5	
118. Make out forms for claims	10	5	6	5	-	-	-	5	5	-	1	14	9	8	
119. Make out forms for shortages	9	8	5	4	3	-	1	6	4	-	2	13	7	8	
120. Make out forms for overcharges	7	8	5	3	2	-	-	6	5	-	1	13	7	8	
121. Make out forms for returns	10	9	5	5	4	-	1	5	7	2	1	15	9	10	
122. Make out weekly statements for customers	2	2	2	-	-	-	-	1	1	-	1	3	5	2	
123. Make out periodic statements for customers	8	10	8	5	-	-	2	7	5	-	2	14	12	6	
124. Make out receipts	10	9	4	4	5	-	1	3	10	-	3	13	15	2	
125. Make out "O.K." vouchers	3	3	2	2	1	-	-	3	2	-	3	4	9	5	
126. Arrange for shipments	8	2	5	1	2	-	1	3	4	-	1	9	8	5	
127. Arrange for routes used	7	1	4	1	1	-	1	2	3	-	1	7	6	5	
128. Make out bills of lading	14	3	6	4	2	-	1	4	5	2	2	11	14	3	

Schedule 1 (Continued)

Tabulation of Form A Questionnaires (Office Managers)

	Daily	Occa-sion-ally	Relative Importance 1	2	3	4	Degree of Difficulty 1	2	3	4	Where Learned School	Job	Should Learn School	Job
130. Check bills of lading	11	6	6	6	2	-	1	5	6	3	3	14	12	7
131. Arrange for express shipping orders	11	2	4	5	-	-	-	5	5	-	1	11	10	5
132. Make out express shipping orders	11	1	5	5	-	-	-	5	6	1	1	12	10	7
133. Check express shipping orders	7	2	4	3	-	-	-	4	3	-	1	8	10	3
134. Arrange for parcel post orders	12	3	5	5	1	-	1	5	5	1	1	13	10	7
135. Make out parcel post orders	12	2	7	4	-	-	1	6	4	-	1	12	12	6
136. Check parcel post orders	9	2	5	3	1	-	-	6	3	-	1	10	9	4
137. Order office supplies	10	15	3	8	8	-	1	6	8	4	1	20	7	17
138. Make out drafts	7	6	4	3	3	-	1	4	5	-	2	9	11	2
139. Make out notes	7	5	4	2	3	-	1	5	3	-	3	8	11	1
140. Make out checks	18	4	12	5	1	-	1	10	7	-	5	14	18	3
141. Make out trade acceptances	3	5	5	1	-	-	-	5	1	-	1	6	9	1
142. Business papers in general	5	2	3	2	1	-	1	4	1	-	3	5	8	1
143. Indorse business papers	2	2	3	-	-	-	-	1	1	-	2	3	6	1
144. Make out account sales	4	2	2	2	-	-	-	3	1	-	1	5	6	2
145. Make out account purchases	4	1	1	1	-	-	-	2	-	-	1	3	5	1
146. Make out special C.O.D. papers	4	5	3	3	1	-	-	4	5	-	1	8	7	6
147. Make out requisitions	10	13	9	7	3	-	1	10	8	1	1	21	14	11
148. Make out receiving slips	10	4	5	6	1	-	-	7	4	1	2	12	8	9
149. Make out stock cards	10	4	4	4	2	-	-	6	4	-	1	13	9	5
150. Make out price slips	7	3	4	2	1	-	1	3	3	-	1	9	5	4
151. Make out perpetual inventory cards	5	7	4	3	2	-	-	5	4	-	1	10	9	5
152. Keep perpetual inventory records	11	3	5	4	1	-	1	5	4	-	1	10	9	5
153. Make out time cards	13	3	4	5	-	-	-	5	4	-	1	10	10	2
154. Make out time slips	12	1	4	4	-	-	-	5	3	-	1	10	9	3
155. Make out summaries of time cards	11	5	5	4	-	-	-	5	3	-	1	10	7	4
156. Make out pay-roll record	10	11	8	7	2	-	3	10	3	1	1	18	11	7
157. Make out cost sheets	12	5	9	3	-	-	4	6	2	-	2	14	10	5
158. Make out job cards	9	3	3	5	-	-	-	5	2	-	1	10	8	4

159. Make out inspector's cards	6	3	3	2	1	-	-	3	2	-	1	8	6	3
160. Make out delivery cards	8	1	3	1	1	-	-	3	2	-	1	7	6	-
161. Get mail	22	2	7	3	8	1	1	2	3	12	2	20	10	13
162. Open mail	25	3	4	5	9	2	1	2	9	10	2	22	15	9
163. Sort mail	25	3	7	5	9	1	2	6	7	7	2	23	19	7
164. Forward mail	21	5	6	5	6	3	-	7	5	8	3	19	14	8
165. Stamp mail (as to date, etc.)	20	4	5	2	6	4	-	5	2	10	2	18	14	5
166. Read incoming mail	23	5	10	6	2	1	5	5	7	2	2	20	10	14
167. Trace mail	8	5	7	3	2	3	1	7	2	5	1	13	11	4
168. Make notes on mail which superior should see	8	5	7	3	2	-	1	7	2	-	1	11	7	9
169. Weigh mail	18	3	7	5	3	1	1	4	5	5	2	17	15	5
170. Sign for registered mail	13	11	4	3	5	5	1	2	5	9	2	19	14	9
171. Have mail registered	13	13	6	4	5	3	1	6	4	8	2	19	15	8
172. Take mail to post office	17	4	6	1	3	5	1	2	1	11	1	18	10	9
173. Figure parcel post rate	13	5	8	3	2	2	3	5	3	4	1	18	14	4
174. Have mail insured	12	9	7	2	4	4	1	4	6	7	2	19	15	7
175. Fold letters	25	1	1	5	10	4	1	2	5	12	6	20	18	5
176. Insert letters in envelopes	25	1	3	5	7	6	1	1	6	15	8	19	19	7
177. Stamp letters, etc	25	-	4	5	5	6	1	1	6	12	5	19	13	6
178. Address letters, packages, etc	23	1	7	3	6	-	1	4	8	6	7	16	17	4
179. Operate addressograph	7	5	1	2	4	2	-	3	5	1	3	12	9	7
180. Stamp mail (as to date, etc.) by hand	14	-	2	1	5	3	-	2	3	5	-	14	10	5
181. Stamp mail (as to date, etc.) by machine	6	3	3	-	1	6	-	5	1	3	2	11	7	6
182. Sign dictator's mail	7	7	3	3	3	2	1	2	4	5	2	14	6	7
183. Sign circular letters	7	5	1	1	6	2	1	2	2	4	2	12	5	7
184. Mark, attach, or get enclosures	12	3	5	3	4	1	-	5	5	2	2	15	7	9
185. Seal mail by hand	20	2	4	5	4	4	1	3	5	7	5	16	14	8
186. Seal mail by machine	8	1	2	2	1	2	-	1	3	2	2	9	8	2
187. Tie up packages	10	9	2	3	4	6	1	2	5	5	2	17	12	6
188. Dictate answers to mail	9	5	8	1	1	1	2	6	1	-	2	13	10	6
189. Answer mail with standard paragraphs	8	3	1	4	2	-	-	3	4	-	-	10	6	6
190. Roll up plans, blue prints, etc	4	4	1	1	1	3	-	-	2	4	1	9	6	4
191. Read outgoing mail to check up on information, etc	13	1	4	7	1	-	1	6	5	1	3	15	7	10
192. Read outgoing mail for mistakes	15	-	8	5	-	-	1	5	4	1	3	12	13	4
193. Read outgoing mail for enclosures	12	1	8	3	-	-	1	2	5	-	2	10	5	5
194. Get franking permit from post office	-	3	1	-	-	-	-	1	-	-	1	3	2	2
195. Make up mailing list	5	8	2	4	3	1	2	2	4	2	2	12	9	6
196. Check mailing list	5	7	3	3	1	1	3	2	2	1	1	10	8	5

Schedule 1 (Continued)

Tabulation of Form A Questionnaires (Office Managers)

	Daily	Occa-sion-ally	Relative Importance				Degree of Difficulty				Where Learned		Should Learn	
			1	2	3	4	1	2	3	4	School	Job	School	Job
197. Revise mailing list	6	8	3	4	3	1	3	2	3	2	2	13	9	5
198. Purchase postage (requisition stamps)	8	10	4	3	5	2	-	3	5	5	2	11	8	10
199. Deliver letters to proper persons	16	3	7	4	2	3	1	3	6	6	2	16	7	12
200. File material in alphabetical order	21	2	10	5	1	1	1	7	8	3	7	14	20	1
201. File material in numerical order	17	2	9	2	1	1	-	5	5	1	5	11	15	1
202. File material in geographical order	9	2	4	2	1	1	1	2	5	-	4	8	10	1
203. File material in chronological order	9	3	4	2	2	-	1	3	4	-	5	7	9	1
204. File material in order of subject	11	1	5	3	-	1	-	2	5	2	7	5	10	4
205. Get materials from files	20	3	7	4	6	-	2	3	11	1	5	15	14	7
206. Indicate reminder on daily calendar	8	2	3	1	1	-	1	-	4	2	-	10	9	3
207. List unanswered letters	4	1	3	-	1	1	-	3	1	1	3	5	3	5
208. List of equipment	5	6	2	3	2	1	1	-	3	1	2	7	2	5
209. Revise files	5	13	6	7	2	-	2	8	3	-	2	16	12	5
210. Install filing system	2	8	4	2	1	-	-	5	1	-	1	9	4	4
211. Transfer obsolete material	1	18	2	8	4	-	2	4	8	-	2	16	8	7
212. Sort material for filing	20	4	6	5	5	-	-	7	8	1	1	15	11	9
213. List addresses	2	8	3	1	2	2	-	1	4	3	3	9	9	3
214. List telephone numbers	4	6	3	1	2	2	-	1	3	4	2	9	9	2
215. List price quotations	4	3	2	1	-	-	-	3	2	-	1	7	4	3
216. File clippings	3	6	1	1	4	-	-	2	3	1	1	8	6	3
217. Make cross-index cards	6	6	3	4	2	-	-	3	3	3	-	10	8	3
218. Make hotel reservations	1	14	4	7	2	2	-	7	6	1	-	15	11	6
219. Make train reservations	1	12	2	6	2	2	-	5	7	1	-	10	8	5
220. Make steamship reservations	-	7	2	3	-	1	-	4	2	1	-	6	5	3
221. Apply for passports for employer	1	4	1	2	1	1	-	1	2	1	1	4	4	2
222. Clean and oil typewriter	5	13	1	5	5	3	1	1	5	7	4	11	15	1
223. Make hospital reservations	-	1	-	-	-	-	-	-	-	-	-	1	1	1
224. Make arrangements for consultation	1	3	-	2	1	-	-	-	3	-	-	4	4	1
225. Assist with laboratory work	-	1	-	-	-	-	-	-	-	-	-	1	2	-
226. Shave dictaphone cylinders	9	1	1	2	3	3	-	1	5	3	1	11	6	4

227. Collect foreign stamps	-	-	-	1	-	-	-	-	1	-	1	1	1	1
228. Keep personal diary for employer	-	2	1	-	-	-	-	1	1	-	-	2	1	2
229. Keep book of activities, trips, honors, degrees, clubs, etc	2	1	-	-	3	4	-	-	1	2	1	2	2	2
230. Prepare exhibits	-	8	2	1	3	-	1	2	2	1	-	7	4	4
231. Arrange physical layout of office pictures, draperies, etc	-	2	-	2	-	-	-	3	-	-	-	3	1	2
232. Make blue prints	2	1	1	-	2	-	1	-	1	1	1	2	3	-
233. Trace maps	-	-	-	-	-	-	-	-	-	-	-	-	-	-
234. Examine food for dining room, club, or hotel	-	-	-	-	-	-	-	-	-	-	-	-	-	-
235. Cut stencils	11	3	2	5	2	2	1	8	1	1	5	10	12	-
236. Design letterheads for stationery	-	4	-	1	2	-	-	1	2	-	-	4	-	5
237. Keep in touch with legislative activity that bears on work	-	1	-	-	1	-	-	-	1	-	-	1	-	1
238. Visit factories	1	2	-	2	1	-	-	2	1	-	-	3	1	3
239. Give first aid	2	4	2	1	1	-	3	1	-	-	-	6	5	-
240. Prepare and keep up abstract book with abstracts and reprints of speeches, hints for speeches, data, figures, illustrations, etc	-	1	-	-	1	-	-	-	1	1	-	2	-	2
241. Distribute theater tickets	-	2	-	-	-	2	-	-	-	1	-	2	-	2
242. Arrange for disposal of worn-out equipment	2	6	-	2	3	2	2	2	2	1	-	8	-	8
243. Dress windows	-	1	-	-	-	1	-	1	-	-	-	-	-	-
244. Take care of library	2	1	1	1	1	-	-	2	1	-	2	2	3	1
245. Keep follow-up files of letters not answered	10	4	3	5	3	-	-	5	5	1	2	12	12	1
246. Make folders and folder titles for files	12	5	3	4	5	-	-	2	10	-	3	12	12	2
247. Assign file numbers	10	3	2	4	3	1	-	3	5	1	2	10	10	2
248. Keep clipping books	6	1	-	1	2	-	-	-	2	1	2	3	3	2
249. Keep letter copy book	2	-	-	-	-	1	-	-	-	1	-	1	2	1
250. Keep contemplated-work files	1	1	-	1	-	-	-	1	-	-	-	2	2	2
251. Keep day book	-	-	-	-	-	-	-	-	-	-	-	-	-	-
252. Arrange for mimeographing	3	5	1	4	1	-	1	3	2	-	3	4	6	1
253. Arrange for binding	1	3	-	1	1	-	-	1	1	-	1	2	1	2
254. Arrange for printing	4	8	5	2	1	-	1	4	3	-	2	8	7	3
255. Prepare material for printer or publisher	3	5	6	1	-	-	3	2	1	-	2	7	6	3
256. Read proof	4	4	4	2	-	-	2	3	2	-	1	7	6	4
257. Edit manuscript	2	3	2	2	-	-	1	2	-	-	-	4	3	1
258. Make up forms for reports, etc	1	5	4	1	-	-	2	2	-	-	1	5	3	3

Schedule 1 (Continued)

Tabulation of Form A Questionnaires (Office Managers)

	Daily	Occasionally	Relative Importance 1	2	3	4	Degree of Difficulty 1	2	3	4	Where Learned School	Job	Should Learn School	Job
259. Edit reports, bulletins, etc	2	4	1	3	1	-	1	2	2	-	-	6	3	3
260. Compile one report from numerous small ones	3	5	3	3	-	-	3	3	-	-	2	6	5	3
261. Arrange programs	1	4	1	2	-	-	1	2	-	-	-	4	2	2
262. Translate letters, articles, etc., from foreign languages into English	-	5	1	1	-	1	2	1	-	-	2	2	4	-
263. Translate letters, articles, etc., from English into foreign languages	-	1	1	-	-	-	1	-	-	-	1	-	2	-
264. Punctuate articles, manuscripts, etc	5	4	3	3	1	-	3	3	1	-	5	4	7	1
265. Correct letters dictated	7	6	6	5	-	-	5	4	2	-	7	7	13	1
266. Write headings or subjects to be amplified	1	2	1	1	-	-	-	-	1	-	1	2	2	2
267. Prepare pamphlets and catalogues	1	3	2	1	-	-	1	1	-	-	1	3	2	3
268. Abstract articles, reports, etc	1	2	1	1	-	-	1	1	-	-	-	2	1	2
269. Summarize reports, etc	-	4	1	2	-	-	1	2	-	-	1	4	3	2
270. Digest sermons, lectures, etc	-	-	-	-	-	-	-	-	-	-	-	-	-	-
271. Get information from library	-	3	1	1	2	-	-	2	1	-	-	4	5	-
272. Compile bibliographies	-	-	1	-	1	-	-	-	1	-	-	1	2	-
273. Read rulings, current topics, books, etc., that have bearing on work	-	2	1	-	-	-	-	-	-	1	-	2	2	1
274. Clip magazine articles	-	5	-	-	2	-	-	-	1	1	-	3	3	1
275. Clip newspapers	2	6	2	1	4	1	1	-	2	4	-	8	7	3
276. Keep scrapbooks of various kinds	2	4	1	1	1	-	-	1	2	-	-	3	4	1
277. Prepare posters for advertising	1	2	1	-	1	-	1	-	-	-	1	3	4	1
278. Take care of newspaper publicity of church services, entertainments, campaigns, etc.	-	1	1	-	-	-	1	-	-	-	-	1	-	2
279. Take care of other publicity, such as announcements, invitations, etc	-	-	-	-	-	-	-	-	-	-	-	-	-	-
280. Write advertisements of various kinds (circular letters, bulletins, newspaper advertising)	2	2	3	-	-	-	3	-	-	-	2	3	5	1
281. Cancel newspaper advertisements	1	2	-	2	-	-	-	-	3	-	1	3	2	4

282. Write copy for newspapers, magazines, etc.	1	2	2	-	-	-	2	-	-	-	1	3	4	1
283. Gather news for various papers, magazines, etc.	1	1	1	1	-	-	2	-	-	-	1	1	-	3
284. Give news, information, etc., to reporters	-	2	-	-	2	-	1	1	-	-	-	2	1	2
285. Edit magazine or paper (school paper, house organ, trade magazine, etc.)	1	-	-	-	3	-	1	-	-	-	1	-	2	-
286. Make adjustments of complaints	12	7	10	4	1	-	7	7	-	-	1	15	5	9
287. Discharge employees	2	8	3	3	-	-	4	1	2	-	-	7	1	5
288. Make engagements and appointments	4	7	3	3	2	-	-	2	5	-	-	9	2	7
289. Select and invite speakers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
290. Direct people to proper office or department	18	1	3	9	2	1	-	2	10	3	-	17	3	14
291. Attend meetings, conventions, banquets, etc.	1	7	1	2	1	-	-	1	2	1	-	6	1	4
292. Give talks and lectures of various kinds	-	3	1	1	-	-	1	1	-	-	-	2	1	2
293. Interview applicants for entrance to schools, clubs, organizations, etc	1	-	-	-	1	-	-	-	-	1	-	1	1	-
294. Help place people in positions outside the organization, firm, etc	1	3	-	2	-	1	2	-	1	-	-	3	-	3
295. Act as guide to visitors about the organization	-	7	1	3	2	-	-	2	1	3	1	6	2	4
296. Address a meeting of employees	-	4	2	2	-	-	4	-	-	-	1	5	2	3
297. Take part in employees' functions	-	8	2	4	-	1	1	3	1	1	-	7	2	5
298. Act on committees	-	7	2	4	-	-	1	4	-	-	1	6	3	4
299. Conference with employees	-	7	1	2	2	-	1	4	-	-	-	7	2	5
300. Organize clubs, welfare work, etc	-	2	1	1	-	-	1	1	-	-	-	2	-	2
301. Secure signers for petitions of various kinds	-	2	1	-	-	-	-	1	-	-	-	2	1	1
302. Distribute work among the employees	9	9	9	3	2	-	2	7	3	-	-	15	2	13
303. Arrange lunch hours for employees, also vacations	2	11	5	6	-	-	3	3	4	1	-	16	1	11
304. Check up unfinished work of other employees	6	9	5	6	-	-	4	3	3	-	-	14	2	10
305. Organize office	5	7	8	-	-	-	5	3	1	-	-	11	-	11
306. Issue permits for various things	4	6	4	1	2	-	3	-	2	1	-	8	4	5
307. Countersign employee's charge purchases, permits, etc	1	6	2	2	-	1	1	2	1	1	-	7	2	7
308. O. K. passes, etc	1	7	1	2	3	-	-	1	4	1	-	8	2	6
309. Investigate causes of trouble between employees	-	11	5	2	-	-	4	2	1	-	-	9	1	7
310. Handle beneficiaries in charity cases	-	2	1	1	-	-	1	1	-	-	-	1	-	2
311. Do case work involved in workmen's compensation	-	4	2	1	-	-	2	1	-	-	-	4	1	3

Schedule 1 (Continued)

Tabulation of Form A Questionnaires (Office Managers)

	Daily	Occa-sion-ally	Relative Importance				Degree of Difficulty				Where Learned		Should Learn	
			1	2	3	4	1	2	3	4	School	Job	School	Job
312. Settle claims for damages, injuries, losses, etc	1	4	2	2	-	-	1	3	-	-	-	5	1	4
313. Prepare personal income tax return for employer	1	8	6	-	-	-	5	1	-	-	1	7	5	3
314. Prepare income tax return for company, trust, corporation, etc	2	9	7	1	-	-	5	1	1	-	1	9	6	4
315. Keep set of books which supply data for income tax (individual and fiduciaries)	3	6	4	-	-	-	4	-	-	-	1	8	6	3
316. File income tax return	-	10	6	2	-	-	4	3	1	-	2	10	8	4
317. Systematize and record items deductible from income tax	2	5	4	1	-	-	4	1	-	-	2	5	4	4
318. Make lists of employees for income tax (salaries, etc.)	4	14	4	6	3	-	4	5	4	-	2	15	10	7
319. Check up city and county tax statements	2	8	6	1	-	-	4	3	-	-	2	8	7	3
320. Work in connection with miscellaneous Federal tax	1	6	4	2	-	-	4	2	-	-	2	6	4	4
321. Deposit checks	19	5	9	7	2	-	2	7	7	2	2	19	18	3
322. Sign checks	12	2	5	7	1	-	1	4	6	2	2	14	11	5
323. Take care of bank book	15	1	8	6	-	-	1	7	5	1	2	14	13	5
324. Countersign checks	9	-	4	3	-	-	-	4	2	1	1	9	9	2
325. Figure interest	7	6	7	1	1	-	1	7	-	-	7	5	11	-
326. Take care of notes, renewals, drafts, etc.	4	8	7	2	-	-	-	7	2	-	3	9	8	4
327. Make lists of personal notes and collateral	2	2	2	1	-	-	-	3	-	-	1	4	3	3
328. Collect notes	2	5	5	1	-	-	1	4	1	-	1	7	3	5
329. Make up weekly statement of overdrawn bank accounts	1	-	1	-	-	-	-	1	-	-	1	1	2	-
330. Make up weekly statement of overdue notes in bank	1	-	1	-	-	-	-	1	-	-	1	1	1	2
331. Get letters of credit from bank	1	4	1	2	-	-	-	2	1	-	1	4	4	1
332. Identify people	1	8	2	3	1	-	1	3	1	1	1	8	3	6

333. Keep record of interest-due dates.....	4	6	3	3	1	-	-	4	3	-	2	8	6	4
334. Arrange for funds to be wired or cabled.....	-	4	1	2	-	-	-	2	1	-	1	4	3	3
335. Keep open file of days on which to clip coupons.....	2	2	1	1	-	-	-	2	-	-	1	4	3	2
336. Secure quotations from brokers.....	1	5	-	4	-	-	-	1	3	-	1	5	3	4
337. O. K. annual fidelity bond premiums.....	3	4	2	3	1	-	-	3	2	1	1	7	2	6
338. Have fidelity bonds signed.....	2	4	3	1	1	-	-	1	3	1	1	6	2	6
339. Apply for fidelity bonds.....	1	5	2	3	-	-	-	3	2	-	1	6	3	5
340. Figure premiums.....	3	3	5	1	-	-	1	5	-	-	1	5	5	2
341. Make list of securities.....	2	4	4	1	-	-	-	3	2	-	2	5	7	1
342. Fill out Liberty bond coupon slips.....	1	3	3	-	-	-	-	2	1	-	1	4	4	2
343. Exchange Liberty bonds.....	1	3	2	-	-	-	-	2	-	-	1	3	3	2
344. Collect premiums.....	1	1	2	-	-	-	1	2	-	-	1	1	-	1
345. Sell bonds.....	-	2	1	-	-	-	-	1	-	-	1	-	-	1
346. Buy stocks.....	-	2	1	-	-	-	-	1	-	-	-	1	1	1
347. Sell stocks.....	-	2	1	-	-	-	-	1	-	-	-	1	1	1
348. Invest money.....	-	2	1	-	-	-	-	1	-	-	-	1	1	1
349. Exchange temporary bonds for permanent ones	-	2	1	-	-	-	-	1	-	-	-	1	1	1
350. Keep file of maturity dates of securities	1	5	3	1	-	-	-	2	2	-	1	4	5	1
351. Record securities purchased.....	-	6	3	1	-	-	-	2	2	-	1	4	5	1
352. Write transfer powers for stockholders...	-	2	2	-	-	-	-	2	-	-	-	2	2	2
353. Watch stock market.....	1	2	1	1	-	1	-	-	-	1	1	3	3	2
354. Advise about investments.....	1	2	3	1	-	-	1	-	1	-	-	3	2	2
355. Keep files of dates on which insurance premiums are due.....	2	4	3	1	-	-	-	2	2	-	1	5	5	2
356. Take care of personal insurance (employer's)	1	3	1	1	-	-	-	2	-	-	1	3	3	2
357. Take care of property insurance (employer's)	2	4	2	2	-	-	-	4	-	-	1	5	4	3
358. O. K. monthly group insurance bills.....	3	6	4	2	1	-	1	4	2	-	1	7	4	5
359. Figure insurance rates.....	3	6	6	1	-	-	3	2	1	-	1	8	7	2
360. Figure policies.....	-	5	4	-	-	-	2	1	1	-	1	5	6	1
361. Abstract policies.....	-	3	3	-	-	-	2	1	-	-	1	3	3	2
362. Sell insurance.....	-	1	-	-	-	-	-	-	-	-	-	-	-	1
363. Apply for group insurance.....	-	6	3	-	2	-	1	1	2	1	-	5	1	5
364. Discontinue group insurance.....	-	5	1	1	2	-	-	2	1	1	-	4	1	4
365. Keep cash account.....	13	1	8	2	-	-	3	6	1	-	3	10	11	2
366. Keep expense account.....	11	-	7	2	-	-	3	3	3	-	3	8	10	2
367. Keep and balance personal ledger of employer.....	2	1	2	-	-	-	1	1	-	-	1	3	3	1
368. Keep petty cash account.....	14	2	8	4	-	-	3	6	2	1	5	12	12	3

Schedule 1 (Continued)

Tabulation of Form A Questionnaires (Office Managers)

	Daily	Occa-sion-ally	Relative Importance				Degree of Difficulty				Where Learned		Should Learn	
			1	2	3	4	1	2	3	4	School	Job	School	Job
369. Keep books and ledgers for any purpose...	12	2	7	2	1	-	1	7	2	1	7	7	10	3
370. Make journal entries.....	13	1	8	2	-	-	2	6	1	1	8	8	10	3
371. Rule off ledger.....	7	2	5	-	1	1	1	3	2	1	9	6	10	2
372. Balance cash daily.....	15	1	11	1	1	-	3	7	3	-	7	8	13	3
373. File receipted bills.....	15	1	6	3	2	-	-	4	6	1	4	10	10	6
374. Total monthly sales.....	10	8	8	3	1	-	-	9	3	-	2	14	10	6
375. Send out invoices for rents due.....	1	3	4	-	-	-	-	3	1	-	1	4	5	1
376. Send out credit vouchers for goods returned	7	5	5	2	1	-	-	5	3	-	1	10	8	3
377. Figure pay rolls (office and employer's personal).....	8	10	11	3	-	-	2	11	1	-	2	15	11	6
378. Put up pay-roll money into envelopes.....	3	3	2	2	-	-	-	2	2	-	1	5	4	3
379. Check up on figures in letters, articles, etc.....	2	2	-	1	1	-	-	1	1	-	-	3	2	2
380. Figure percentages for various purposes..	7	8	4	3	3	-	-	6	5	-	7	7	12	1
381. Make list of contents of office safe and safe-deposit box.....	1	7	4	-	2	-	-	4	1	1	2	5	3	4
382. Keep list of personal property up to date	2	4	3	1	-	-	-	3	1	-	1	5	5	1
383. Check up order against estimates.....	3	5	4	1		-	1	4	-	-	1	6	5	3
384. Check internal revenue report.....	1	4	3	-	-	-	1	2	-	-	1	3	4	2
385. Check cash-register returns.....	3	-	2	-	-	-	2	-	-	-	1	3	3	1
386. Send club bills to treasurer (or other bills).....	1	3	-	2	2	-	-	-	2	2	2	2	1	3
387. O. K. bills of any kind.....	10	8	8	4	2	-	-	11	3	-	3	14	7	9
388. Make bonus lists.....	1	2	1	-	1	-	-	-	1	1	1	3	2	3
389. Prepare vouchers for traveling expense...	2	8	4	4	-	1	-	3	5	-	-	10	4	6
390. Keep record of rents-due dates.....	-	3	2	1	-	-	-	1	2	-	1	3	3	3
391. Enter all invoices in a book.....	11	5	3	3	-	-	1	6	3	-	3	7	7	5
392. Prepare commission statements.....	5	5	2	3	-	-	-	4	1	-	1	6	6	4

393. Lease property	1	1	1	-	-	-	-	1	-	-	-	-	-	1
394. Sell various commodities	2	-	1	-	-	-	-	1	-	-	1	1	2	2
395. Take orders for various commodities	5	2	4	-	-	-	1	1	1	-	1	5	4	4
396. Make contract for service, supplies, etc	-	3	2	-	1	-	-	3	-	-	1	3	2	3
397. Countersign employees' charges	3	2	1	-	2	-	-	1	2	-	1	4	3	4
398. Pay office bills, employer's personal bills, etc	4	4	3	3	-	-	-	3	3	-	1	7	3	6
399. Act as cashier	10	4	7	2	1	-	-	8	2	-	1	11	10	4
400. Check remittance sheet	11	2	6	2	1	-	2	4	3	-	1	10	8	5
401. Check collections sheet	9	3	6	2	1	-	1	5	3	-	1	10	14	5
402. Post data on daily sales sheet	9	-	5	2	-	-	2	2	2	-	1	7	7	4
403. Handle collection of outstanding debts	10	1	6	2	-	-	2	6	-	-	2	9	6	6
404. Decide charges on work done	2	2	1	2	-	-	1	2	-	-	1	3	1	4
405. Make decisions on discounts allowable	8	4	7	1	-	-	2	5	1	-	1	9	4	7
406. Compile statistical data	6	6	6	4	1	-	5	4	1	-	3	10	10	3
407. Interpret financial figures into a simpler statement	3	5	6	-	-	-	4	2	-	-	1	7	5	4
408. Keep business figures for employer's desk and personal books	1	3	1	2	-	-	1	2	-	-	1	4	2	4
409. File statements of claims	3	4	3	1	-	-	1	4	-	-	1	6	4	3
410. Follow up lapsed cases	1	3	2	1	-	-	-	3	-	-	1	4	3	3
411. Make up wage and sales comparison record	2	5	3	2	1	-	1	3	2	-	1	6	2	6
412. Make up budgets	-	9	10	2	-	-	8	2	-	-	2	9	6	9
413. Keep wage and cost comparisons	1	9	7	4	-	-	3	5	1	-	2	9	5	6
414. Check costs	10	4	8	3	-	-	3	7	-	-	2	11	6	6
415. Keep control sheet	3	-	2	-	-	-	1	1	-	-	1	3	2	2
416. Look up financial ratings	12	6	6	5	-	1	-	5	6	1	1	14	10	5
417. Purchase foreign exchange	-	4	2	1	-	-	-	2	1	-	-	4	4	-
418. Clip coupons	1	4	2	-	-	1	-	2	1	-	1	5	4	2

Schedule 2

Tabulation of Form B Questionnaires (General Clerks)

	Daily	Occa-sion-ally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned: School	Where Learned: Job	Should Learn: School	Should Learn: Job
1. Use telephone	50	19	39	25	19	42	8	51	27	31
2. Send telegrams	13	17	22	7	14	14	3	24	21	4
3. Receive telegrams	11	15	16	7	9	13	1	22	12	10
4. Send cablegrams in code	1	5	4	1	5	-	-	5	3	2
5. Receive cablegrams (decode)	16	16	21	8	14	14	5	26	21	8
6. Meet callers	21	19	26	10	16	19	5	33	24	11
7. Adjust complaints	20	17	27	7	21	9	3	30	10	17
8. Hear complaints in office, over telephone, or by mail	12	18	23	7	17	9	2	29	8	16
9. Consult with auditor, lawyer, etc	5	9	7	3	5	3	1	9	3	7
10. Direct people to proper departments	14	24	18	12	2	26	1	31	9	20
11. Get rid of cranks, beggars, etc	4	13	7	8	8	6	-	13	5	5
12. Interview buyers	1	5	3	2	1	3	-	5	2	3
13. Represent employer	4	8	9	2	5	4	-	12	2	6
14. Plan work for others	19	13	16	11	16	10	2	24	9	16
15. Handle messenger boys	6	5	4	4	2	4	-	7	2	3
16. Manage office	7	3	7	1	7	-	-	7	2	3
17. Instruct new employees	5	41	31	10	26	13	-	40	6	30
18. Check up supplies	6	21	16	7	3	19	-	23	2	21
19. Take inventory	2	17	12	3	9	8	2	17	9	8
20. Arrange desk	35	10	16	24	3	36	8	30	16	20
21. Revise stock list	2	4	4	3	2	3	1	6	2	4
22. Look up names and addresses	11	21	15	9	3	21	5	26	8	15
23. Inspect materials received	6	10	12	2	5	9	2	13	4	7
24. Operate adding machine	26	33	31	20	6	46	10	44	47	5
25. Operate a comptometer	13	21	13	13	18	10	7	25	30	2
26. Operate a typewriter	35	24	38	15	19	33	36	21	55	-
27. Keep record of time cards	14	4	12	3	3	10	2	14	9	7
28. Make notes for next day's work	19	12	18	11	3	24	6	23	13	3
29. Record legal papers at proper goverment offices	-	2	-	1	-	1	-	1	-	1

30. Dictate to stenographers	8	7	10	2	8	5	1	14	14	1
31. Dust office	10	5	2	9	-	11	2	10	3	7
32. Keep "tab" on office force	13	3	10	4	8	4	1	13	3	10
33. Sweep office	-	3	1	2	-	3	-	3	-	3
34. Pay employees	4	12	9	4	3	11		15	2	13
35. Make up delivery routes	1	1	1	1	1	)	1	1	1	1
36. Check athletic service		2	-	2	-	1	1	1	2	-
37. Operate telephone switchboard	8	18	19	4	7	15	3	23	15	9
38. Make up report forms	6	23	20	5	11	12	6	22	14	10
39. Gather data for reports	16	14	21	3	15	8	3	23	11	15
40. Hire employees	2	3	4	-	4	-	-	4	1	2
41. Travel to make investigations	-	3	2	-	2	-	-	2	2	1
42. Investigate references	2	7	5	2	2	4	-	6	2	4
43. Interview applicants for positions	4	2	4	1	4	1	-	6	4	-
44. Make out shipping instructions	4	6	8	1	7	2	1	8	5	4
45. Change dates on rubber stamps daily	22	12	14	10	-	23	6	19	8	17
46. Run errands	10	24	12	13	2	21	6	13	16	12
47. Report on repairs for office	1	16	8	7	1	13	-	14	1	12
48. Sharpen pencils	39	6	13	18	1	30	18	11	23	4
49. Take care of inkwells	6	18	6	15	-	20	9	12	14	5
50. Shop for employers	1	7	-	6	-	3	-	4	-	3
51. Open desk, safe, etc.	24	9	15	11	1	25	2	24	5	22
52. Lock desk, safe, etc.	18	11	15	10	1	23	2	24	4	22
53. Wait on customers	11	10	11	6	5	12	1	17	7	10
54. "Drum up" trade	2	3	5	-	5	-	1	4	2	3
55. Take care of office clock	4	6	6	4	1	9	3	7	5	5
56. Talk to visitors when employer is busy	6	9	10	2	3	11	-	11	6	5
57. Handle petty cash	14	7	13	4	8	8	5	12	11	6
58. Arrange for jar of distilled water and ice		1	1	-	-	1	-	1	-	-
59. Watch newspapers for business changes	3	4	2	4	-	5	2	3	3	2
60. Do factory labor										
61. Make preparations for meetings	-	1	1	-	1	-	-	1	-	1
62. Send Board of Committees notices	1	-	1	-	-	1	-	2	-	1
63. Act as notary public	2	4	4	2	-	6	-	6	3	3
64. Make out day's schedule for employer	2	-	2	-	-	2	-	2	-	-
65. Place daily newspapers, magazines, etc. on employer's desk	3	3	2	3	-	5	-	6	1	5
66. Check up questionnaires	2	4	4	2	2	4	3	3	3	2
67. Check personnel of committees										
68. Renew magazine subscriptions	-	5	1	3	1	3	1	4	3	2

Schedule 2 (Continued)

Tabulation of Form B Questionnaires (General Clerks)

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned: School	Where Learned: Job	Should Learn: School	Should Learn: Job
69. Deliver policies	-	5	2	-	-	2	-	3	-	2
70. Look up patents for reference in Patent Office Gazette	1	-	-	-	-	-	-	1	-	1
71. Look over notes and memos for the day	18	7	15	7	7	17	3	17	6	10
72. Compile periodical reports	6	15	17	2	12	3	4	13	6	11
73. Assemble mimeographed material	4	14	11	6	4	13	5	13	19	8
74. Compare copy	5	22	20	5	10	15	6	20	15	8
75. Post notes (notices)	3	11	9	3	-	12	4	9	5	6
76. Record daily shipments	3	4	4	3	3	4	-	7	2	3
77. Inspect material received	2	8	6	4	3	7	-	10	1	9
78. Make graphs	2	8	8	2	7	3	2	8	9	1
79. Keep records on maps (sales records, etc).	2	3	4	1	3	1	1	2	2	1
80. Make headings for monthly statements	2	15	12	3	1	12	3	11	6	8
81. Make out accident reports	-	4	-	-	-	4	-	4	-	2
82. Keep record of territory assigned salesmen	2	6	6	1	2	3	-	5	1	4
83. Operate mimeograph	4	6	6	4	2	7	2	7	9	-
84. Place telephone memoranda, messages, etc., where employer will see them	11	24	23	8	1	27	2	27	15	11
85. Keep current date on calenders visible	27	3	18	9	2	25	4	20	8	15
86. Get quotations on supplies	5	5	7	-	4	3	-	8	3	4
87. Approve requisitions made out by clerks	1	5	5	-	2	3	-	5	1	4
88. Anticipate needs of employer as to records, papers, etc., needed on trips for interview, etc.	1	5	5	1	2	4	-	6	1	5
89. Make out itinerary or schedule for employer's trips	-	-	-	-	-	-	-	-	-	-
90. Keep desks supplied with equipment	10	6	12	2	1	11	4	8	5	6
91. Route shipments of material (traffic work of various kinds)	3	4	6	1	4	2	1	6	3	3
92. Check remittances as to amounts, dates, and signatures	8	6	8	3	4	6	4	9	8	5

93. Make arrangements for radio schedule	-	-	-	-	-	-	-	-	-	-
94. Check tally sheets on various jobs	-	1	-	1	1	-	-	1	-	1
95. Take care of signed proxies	-	1	-	1	1	-	-	-	-	-
96. Operate duplicating machine	-	6	3	2	-	5	-	5	4	1
97. Sort advertisements to keep out fraudulent ones	-	2	1	1	1	1	-	2	2	-
98. Keep office instruction book for employees	2	3	1	3	1	3	-	4	2	2
99. Apply for automobile and driver's licenses	-	1	-	1	-	1	-	1	-	1
100. Make out grades	1	3	3	1	2	2	-	4	1	3
101. Make notes for next day's work	15	8	14	6	2	15	5	14	8	8
102. Review unfinished-business file	4	8	7	3	6	6	2	8	7	3
103. Distribute supplies	4	10	7	5	2	10	3	9	4	7
104. Write letters not dictated, i.e., compose letters.....	11	25	28	6	17	16	18	17	30	4
105. Dictate to a dictaphone	9	2	9	-	5	3	1	9	7	1
106. Take dictation from a dictaphone	2	2	2	-	2	1	1	3	4	-
107. Check up on observance of various laws (in connection with work).....	3	5	6	2	5	3	1	7	2	5
108. Zone territory for various purposes.....	1	5	6	-	5	1	1	5	2	4
109. Do work involving government duties, customs, tariff regulations, etc.	3	4	6	1	4	3	1	6	3	4
110. Secure government permits of various kinds	-	-	-	-	-	-	-	-	-	-
111. Keep daily attendance of employees	16	2	9	7	3	13	-	17	3	14
112. Make letterpress copies of letters	-	-	-	-	-	-	-	-	-	-
113. Make out bills	4	12	15	2	8	9	6	12	10	5
114. Check invoices as to correctness	12	11	17	1	7	10	5	19	12	9
115. Make out forms for rebates	1	4	5	-	1	3	1	3	2	2
116. Make out forms for allowances	1	4	3	-	1	1	1	2	2	1
117. Make out forms for damages	-	2	2	-	-	1	1	-	1	-
118. Make out forms for claims	3	4	5	2	3	3	1	5	1	5
119. Make out forms for shortages	-	4	4	-	1	2	1	2	1	1
120. Make out forms for overcharges	1	10	10	-	1	7	2	6	2	4
121. Make out forms for returns	1	5	5	-	1	3	-	4	-	3
122. Make out weekly statements for customers .	-	2	1	-	1	-	1	-	1	-
123. Make out periodic statements to customers.	2	9	8	1	1	7	1	7	7	1
124. Make out receipts	6	11	9	7	-	14	6	10	13	3
125. Make out "O.K." vouchers	2	1	1	1	1	1	-	2	-	2
126. Arrange for shipments	2	2	1	3	-	4	-	4	1	3
127. Arrange for routes used	-	1	1	-	-	1	-	1	1	-
128. Make out bills of lading.....	1	7	6	2	3	5	1	7	6	2

Schedule 2 (Continued)

Tabulation of Form B Questionnaires (General Clerks)

	Daily	Occa-sion-ally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned: School	Where Learned: Job	Should Learn: School	Should Learn: Job
130. Check bills of lading	1	4	4	1	2	3	1	4	4	1
131. Arrange for express shipping orders	1	5	2	4	-	6	-	6	4	2
132. Make out express shipping orders	1	1	1	1	1	1	-	2	2	-
133. Check express shipping orders	-	3	2	-	1	1	-	2	2	-
134. Arrange for parcel post orders	-	4	1	2	-	2	-	3	1	2
135. Make out parcel post orders	1	2	3	1	2	1	-	4	2	2
136. Check parcel post orders	2	4	4	2	2	3	1	5	5	1
137. Order office supplies	3	19	13	6	4	15	2	18	6	14
138. Make out drafts	2	5	6	1	3	3	2	5	6	1
139. Make out notes	1	2	3	-	2	-	1	2	3	-
140. Make out checks	9	12	17	-	6	11	8	12	14	4
141. Make out trade acceptances	1	5	4	1	1	3	2	2	3	1
142. Business papers in general	1	1	1	1	-	1	2	-	2	-
143. Indorse business papers	2	1	2	-	1	-	1	2	3	-
144. Make out account sales	2	2	3	-	2	2	1	2	3	-
145. Make out account purchases	-	1	1	-	1	-	-	1	1	-
146. Make out special C.O.D. papers	2	2	4	-	2	-	1	3	3	1
147. Make out requisitions	4	27	23	4	8	19	2	28	13	13
148. Make out receiving slips	1	1	1	1	-	2	-	2	2	-
149. Make out stock cards	1	1	2	-	1	1	-	2	2	-
150. Make out price slips	-	1	1	-	-	1	-	1	-	1
151. Make out perpetual inventory cards	1	3	3	-	1	2	-	4	4	-
152. Keep perpetual inventory records	2	3	4	-	1	3	-	5	3	2
153. Make out time cards	2	7	4	5	-	8	-	9	5	3
154. Make out time slips	5	2	5	1	1	4	-	7	4	3
155. Make out summaries of time cards	1	3	3	1	1	3	-	4	3	1
156. Make out pay-roll record	6	11	12	5	8	9	1	16	9	7
157. Make out cost sheets	2	3	5	-	3	2	-	5	3	2
158. Make out job cards	1	1	2	-	1	1	-	2	-	2

159. Make out inspector's cards	-	-	-	-	-	-	-	-	-	-		
160. Make out delivery cards	-	-	-	-	-	-	-	-	-	-		
161. Get mail	11	4	11	3	1	12	-	12	2	7		
162. Open mail	8	10	12	5	-	15	2	14	7	8		
163. Sort mail	12	9	15	4	5	12	2	17	5	12		
164. Forward mail	13	9	16	4	1	19	7	13	10	8		
165. Stamp mail (as to date, etc.)	9	9	12	4	1	14	-	16	4	11		
166. Read incoming mail	17	10	22	5	8	18	5	23	10	17		
167. Trace mail	5	6	6	4	6	5	-	10	3	4		
168. Make notes on mail which superior should see	7	10	14	2	5	9	2	13	7	8		
169. Weigh mail	8	12	16	3	5	12	2	16	11	6		
170. Sign for registered mail	6	21	17	7	-	24	-	25	6	18		
171. Have mail registered	4	19	17	5	2	18	1	20	7	11		
172. Take mail to post office	4	10	7	7	-	11	1	10	2	7		
173. Figure parcel post rate	4	7	9	2	2	8	-	11	6	3		
174. Have mail insured	5	9	10	3	1	11	3	10	7	6		
175. Fold letters	15	23	17	18	2	34	18	19	26	6		
176. Insert letters in envelopes	21	23	25	18	2	39	19	20	28	9		
177. Stamp letters, etc.	16	16	20	10	2	27	12	18	19	8		
178. Address letters, packages, etc.	18	20	27	9	2	32	18	18	25	5		
179. Operate addressograph	4	10	8	4	2	9	1	12	6	7		
180. Stamp mail (as to date, etc. by hand)	5	7	9	2	1	10	1	9	5	3		
181. Stamp mail (as to date, etc. by machine)	2	7	4	4	-	7	1	7	4	3		
182. Sign dictator's mail	10	8	9	7	2	14	3	13	6	9		
183. Sign circular letters	1	13	5	9	1	11	2	11	4	7		
184. Mark, attach, or get enclosures	11	15	18	6	5	18	8	16	14	8		
185. Seal mail by hand	15	19	16	17	2	31	9	24	17	13		
186. Seal mail by machine	3	5	3	4	-	6	1	6	6	1		
187. Tie up packages	4	17	13	7	2	17	2	17	10	7		
188. Dictate answers to mail	10	3	9	2	6	4	2	10	8	2		
189. Answer mail with standard paragraphs	3	10	4	8	4	8	2	12	8	5		
190. Roll up plans, blue prints, etc.	-	5	-	2	-	2	-	5	3	1		
191. Read outgoing mail to check up on information, etc.	8	9	15	3	5	11	3	13	9	6		
192. Read outgoing mail for mistakes	8	9	23	3	5	19	10	14	15	7		
193. Read outgoing mail for enclosures	16	8	21	2	5	16	10	12	14	8		
194. Get franking permit from post office	5	-	-	-	-	-	-	-	-	-		
195. Make up mailing list	1	10	8	2	5	5	2	7	6	2		
196. Check mailing list	3	7	6	4	4	6	1	8	5	4		

Schedule 2 (Continued)

Tabulation of Form B Questionnaires (General Clerks)

	Daily	Occa-sion-ally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned: School	Where Learned: Job	Should Learn: School	Should Learn: Job
197. Revise mailing list	1	7	4	4	3	5	1	7	5	3
198. Purchase postage (requisition stamps)	3	13	12	4	1	13	2	12	7	6
199. Deliver letters to proper persons	7	14	16	6	-	21	3	18	8	11
200. File material in alphabetical order	21	15	29	3	8	22	14	19	23	8
201. File material in numerical order	21	12	25	2	7	19	8	22	18	7
202. File material in geographical order	6	2	6	-	3	2	4	2	6	-
203. File material in chronological order	8	8	12	1	4	9	4	10	9	4
204. File material in order of subject	8	11	13	4	5	12	5	13	11	7
205. Get materials from files	25	13	20	10	10	19	3	26	13	13
206. Indicate reminder on daily calendar	13	10	15	5	3	15	5	14	11	7
207. List unanswered letters	3	1	4	-	1	3	-	4	2	1
208. List of equipment	3	3	5	1	2	4	-	6	3	3
209. Revise files	2	19	13	5	11	7	2	17	10	8
210. Install filing system	2	8	8	2	6	4	2	9	8	3
211. Transfer obsolete material	5	19	15	6	7	14	3	19	11	10
212. Sort material for filing	17	18	26	4	12	18	9	23	14	17
213. List addresses	4	9	9	1	5	5	2	9	4	5
214. List telephone numbers	5	5	6	3	2	6	2	7	4	4
215. List price quotations	3	4	5	-	2	3	1	5	4	2
216. File clippings	2	10	6	3	1	7	3	6	3	3
217. Make cross-index card	5	7	10	1	7	3	1	11	7	4
218. Make hotel reservations	3	5	4	2	1	5	2	5	5	2
219. Make train reservations	2	7	6	1	-	7	2	6	4	3
220. Make steamship reservations	1	2	2	-	-	2	1	2	2	1
221. Apply for passports for employer	-	-	-	-	-	-	-	-	-	-
222. Clean and oil typewriter	9	25	18	11	6	25	19	14	26	6
223. Make hospital reservations	-	1	-	1	-	1	-	1	1	-
224. Make arrangements for consultation	-	5	3	1	1	2	-	4	2	1
225. Assist with laboratory work	-	1	1	-	1	-	1	-	1	-
226. Shave dictaphone cylinders	1	5	2	3	-	5	2	4	4	2

227. Collect foreign stamps	-	3	-	2	-	1	-	2	-	1
228. Keep personal diary for employer	-	-	-	-	-	-	-	-	-	-
229. Keep book of activities, trips, honors, degrees, clubs, etc.	-	-	-	-	-	-	-	-	-	-
230. Prepare exhibits	-	2	1	1	2	-	2	-	2	-
231. Arrange physical layout of office, pictures, draperies, etc.	-	3	1	2	1	2	1	2	1	2
232. Make blue prints	-	1	1	-	1	-	-	1	1	-
233. Trace maps	-	-	-	-	-	-	-	-	-	-
234. Examine food for dining room, club, or hotel.	-	-	-	-	-	-	-	-	-	-
235. Cut stencils	3	13	11	3	5	9	6	9	15	-
236. Design letterheads for stationery	-	2	1	1	2	-	-	2	2	-
237. Keep in touch with legislative activity that bears on work	1	6	4	2	5	1	1	5	2	3
238. Visit factories	-	2	2	-	2	-	-	2	-	2
239. Give first aid	-	6	1	2	2	1	3	2	5	1
240. Prepare and keep up abstract book, with abstracts and reprints of speeches, hints for speeches, data, figures, illustrations, etc.	-	2	1	-	1	-	1	-	1	-
241. Distribute theater tickets	-	1	-	-	-	-	-	-	-	-
242. Arrange for disposal of worn-out equipment	-	5	5	-	4	1	-	5	-	4
243. Dress windows	-	1	1	-	1	-	-	-	-	-
244. Take care of library	1	1	1	1	1	1	-	2	2	-
245. Keep follow-up files of letters not answered	4	2	2	2	2	2	1	4	2	2
246. Make folders and folder titles for files	5	19	18	5	6	17	5	19	11	12
247. Assign file numbers	6	3	5	1	4	1	-	6	3	3
248. Keep clipping books	2	2	-	3	-	3	1	2	1	2
249. Keep letter copy book	2	-	1	1	-	1	1	1	1	-
250. Keep contemplated-work files	5	3	4	2	2	4	1	6	3	4
251. Keep day book	4	-	4	-	2	2	1	3	2	2
252. Arrange for mimeographing	3	4	6	1	2	4	1	6	1	5
253. Arrange for binding	-	6	5	1	2	3	1	5	1	4
254. Arrange for printing	1	6	6	1	1	5	1	6	2	4
255. Prepare material for printer or publisher.	-	7	7	-	3	3	1	6	3	3
256. Read proof	3	11	11	1	3	7	3	10	7	4
257. Edit manuscript	-	1	1	-	1	-	1	-	1	-
258. Make up forms for reports, etc.	-	12	7	4	5	4	4	7	5	5

Schedule 2 (Continued)

Tabulation of Form B Questionnaires (General Clerks)

	Daily	Occa-sion-ally	Relative Importance		Degree of Difficulty		Where Learned		Should Learn	
			1	2	1	2	School	Job	School	Job
259. Edit reports, bulletins, etc.	1	2	2	1	3	-	1	2	1	1
260. Compile one report from numerous small ones	4	9	9	1	8	2	4	8	6	6
261. Arrange programs	-	1	1	-	-	-	-	-	-	-
262. Translate letters, articles, etc., from foreign languages into English	-	1	1	-	-	1	1	-	1	-
263. Translate letters, articles, etc., from English into foreign languages	-	-	-	-	-	-	-	-	-	-
264. Punctuate articles, manuscripts, etc.	-	1	2	-	-	1	1	-	1	-
265. Correct letters dictated	5	10	14	3	6	9	7	9	13	2
266. Write headings or subjects to be amplified	-	2	3	-	1	2	2	1	2	-
267. Prepare pamphlets and catalogues	-	3	2	1	3	-	1	2	2	1
268. Abstract articles, reports, etc.	1	2	3	-	3	-	1	2	1	1
269. Summarize reports, etc.	1	9	7	2	7	2	4	5	7	2
270. Digest sermons, lectures, etc.	-	4	2	1	1	1	2	-	2	-
271. Get information from library	-	10	6	4	2	6	6	3	6	3
272. Compile bibliographies	-	-	-	-	-	-	-	-	-	-
273. Read rulings, current topics, books, etc., that have bearing on work	3	14	13	3	4	10	3	11	4	8
274. Clip magazine articles	1	4	2	2	-	3	2	1	2	1
275. Clip newspapers	1	6	3	4	6	3	3	-	4	2
276. Keep scrapbooks of various kinds	1	3	1	3	-	4	3	1	3	1
277. Prepare posters for advertising	-	2	1	-	1	-	2	-	1	-
278. Take care of newspaper publicity of church services, entertainments, campaigns, etc.	-	1	1	-	1	-	1	-	1	-
279. Take care of other publicity, such as announcements, invitations, etc.	-	2	2	-	1	1	1	1	2	-
280. Write advertisements of various kinds (circular letters, bulletins, newspaper advertising)	1	3	4	-	4	-	1	3	4	-
281. Cancel newspaper advertisements	-	3	1	1	1	1	1	2	3	-

282. Write copy for newspapers, magazines, etc.	1	1	1	1	1	1	1	1	2	-
283. Gather news for various papers, magazines, etc.,	-	1	1	-	1	-	-	1	1	-
284. Give news, information, etc., to reporters	-	2	2	-	1	1	-	2	-	1
285. Edit magazine or paper (school paper, house organ, trade magazine, etc.)	-	-	-	-	-	-	-	-	-	-
286. Make adjustments of complaints	5	14	14	2	11	4	1	16	4	13
287. Discharge employees	-	4	-	2	-	2	1	1	1	1
288. Make engagements and appointments	4	19	10	2	2	9	1	9	3	6.
289. Select and invite speakers	-	-	-	-	-	-	-	-	-	-
290. Direct people to proper office or department	12	21	19	10	4	23	2	27	6	22
291. Attend meetings, conventions, banquets, etc	3	14	19	5	3	10	1	12	3	9
292. Give talks and lectures of various kinds .	-	2	2	-	2	-	2	-	2	-
293. Interview applicants for entrance to schools, clubs, organizations, etc.	-	2	2	-	2	-	-	2	-	2
294. Help place people in positions outside the organization, firm, etc.	1	3	1	3	2	2	1	3	1	3
295. Act as guide to visitors about the organization.	-	6	3	-	-	3	-	4	1	2
296. Address a meeting of employees	-	1	1	-	1	-	-	1	-	1
297. Take part in employees' functions	2	13	4	7	1	9	2	10	2	8
298. Act on committees	2	3	2	1	2	1	1	2	1	2
299. Conference with employees	-	6	1	4	2	3	2	3	2	3
300. Organize clubs, welfare work, etc.	-	1	1	-	1	-	-	1	-	1
301. Secure signers for petitions of various kinds	-	3	-	1	-	1	1	1	1	-
302. Distribute work among the employees	6	10	12	4	11	1	1	16	2	11
303. Arrange lunch hours for employees, also vacations	2	4	3	1	1	3	-	4	1	3
304. Check up unfinished work of other employees	6	7	9	3	2	9	1	11	1	8
305. Organize office.	2	2	3	1	2	2	1	3	1	3
306. Issue permits for various things	-	4	4	-	-	4	1	3	2	1
307. Countersign employees charge purchases, permits, etc.	1	1	-	-	-	-	-	-	-	-
308. O. K. passes, etc.	2	2	1	-	1	-	3	-	-	3
309. Investigate causes of trouble between employees	-	3	2	-	1	-	1	-	-	1
310. Handle beneficiaries in charity cases	-	-	-	-	-	-	-	-	-	-
311. Do case work involved in workmen's compensation.	-	-	-	-	-	-	-	-	-	-

Schedule 2 (Continued)

Tabulation of Form B Questionnaires (General Clerks)

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned: School	Where Learned: Job	Should Learn: School	Should Learn: Job
312. Settle claims for damages, injuries, losses, etc.	1	1	1	-	1	-	-	1	-	1
313. Prepare personal income tax return for employer	-	1	1	-	1	-	1	-	1	-
314. Prepare income tax return for company, trust, corporation, etc.	-	1	1	-	1	-	-	1	1	-
315. Keep set of books which supplies data for income tax (individual and fiduciaries)	-	1	1	-	1	-	-	1	1	-
316. File income tax return	-	3	1	1	1	1	-	3	2	-
317. Systemize and record items deductible from income tax	-	1	-	-	-	-	-	-	-	-
318. Make lists of employees for income tax (salaries, etc.)	-	7	5	1	2	4	-	7	1	5
319. Check up city and county tax statements	-	2	1	1	-	2	-	2	2	-
320. Work in connection with miscellaneous Federal tax	-	4	2	1	2	1	1	2	3	-
321. Deposit checks	7	5	11	1	2	9	4	6	6	4
322. Sign checks	3	-	2	-	-	2	-	2	1	1
323. Take care of bank book	7	-	6	-	3	3	3	4	4	3
324. Countersign checks	1	1	1	-	-	1	-	1	-	1
325. Figure interest	2	6	5	1	3	2	5	1	6	-
326. Take care of notes, renewals, drafts, etc.,	3	8	8	2	4	6	2	9	7	4
327. Make lists of personal notes and collateral	-	1	-	-	-	-	1	-	-	-
328. Collect notes	1	-	-	-	-	-	1	-	1	-
329. Make up weekly statement of overdrawn bank accounts	-	1	1	-	1	-	-	1	-	1
330. Make up weekly statement of overdue notes in bank	-	1	-	-	-	-	1	-	1	-
331. Get letters of credit from bank	-	1	-	1	1	-	-	1	-	1
332. Identify people	1	5	2	2	-	3	1	3	2	1

333. Keep record of interest-due dates	-	2	2	-	2	-	1	1	2	-
334. Arrange for funds to be wired or cabled.	-	1	-	-	-	-	-	1	1	-
335. Keep open file of days on which to clip coupons	-	1	1	-	1	-	-	1	1	-
336. Secure quotations from brokers	-	-	-	-	-	-	-	-	-	-
337. O. K. annual fidelity bond premiums	-	-	-	-	-	-	-	-	-	-
338. Have fidelity bonds signed	-	1	1	-	-	1	-	1	-	1
339. Apply for fidelity bonds	1	3	4	-	4	-	-	4	1	2
340. Figure premiums	-	-	-	-	-	-	-	-	-	-
341. Make list of securities	-	-	-	-	-	-	-	-	-	-
342. Fill out Liberty bond coupon slips	-	-	-	-	-	-	-	-	-	-
343. Exchange Liberty bonds.	-	-	-	-	-	-	-	-	-	-
344. Collect premiums	-	-	-	-	-	-	-	-	-	-
345. Sell bonds	-	-	-	-	-	-	-	-	-	-
346. Buy stocks	-	1	-	1	1	-	-	1	-	1
347. Sell stocks	-	-	-	-	-	-	-	-	-	-
348. Invest money	-	1	-	1	1	-	-	1	-	1
349. Exchange temporary bonds for permanent ones	-	-	-	-	-	-	-	-	-	-
350. Keep file of maturity dates of securities	-	1	1	-	1	-	-	1	1	-
351. Record securities purchased	-	1	1	-	1	-	-	1	-	1
352. Write transfer powers for stockholders ..	-	-	-	-	-	-	-	-	-	-
353. Watch stock market	-	2	-	2	1	1	1	1	-	1
354. Advise about investments	-	-	-	-	-	-	-	-	-	-
355. Keep files of dates on which insurance premiums are due	-	3	1	1	-	2	-	2	1	1
356. Take care of personal insurance (employer's)	-	1	-	-	-	-	-	1	-	1
357. Take care of property insurance (employer's)	-	1	-	1	-	1	-	1	1	-
358. O. K. monthly group insurance bills	1	4	2	2	1	3	-	5	1	4
359. Figure insurance rates	2	-	1	1	1	1	-	2	-	2
360. Figure policies	1	-	1	-	1	-	-	1	-	1
361. Abstract policies	-	-	-	-	-	-	-	-	-	-
362. Sell insurance	-	1	-	-	-	-	-	1	-	-
363. Apply for group insurance	1	2	1	1	-	2	-	3	-	2
364. Discontinue group insurance	1	1	-	1	-	1	-	2	-	1
365. Keep cash account	6	-	4	-	4	-	4	2	6	-
366. Keep expense account	2	2	1	2	1	2	2	2	3	1
367. Keep and balance personal ledger of employer	-	-	-	-	-	-	-	-	-	-
368. Keep petty cash account	5	3	5	1	4	2	3	5	6	2

Schedule 2 (Continued)

Tabulation of Form B Questionnaires (General Clerks)

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned: School	Where Learned: Job	Should Learn: School	Should Learn: Job
369. Keep books and ledgers for any purpose ..	15	2	14	7	5	8	7	12	2	-
370. Make journal entries	5	4	6	1	1	4	4	4	7	-
371. Rule off ledger	3	5	6	1	2	5	3	4	6	1
372. Balance cash daily	9	1	8	-	5	2	4	5	7	2
373. File receipted bills	3	3	4	2	-	5	2	4	2	4
374. Total monthly sales	5	6	7	-	2	4	3	4	5	2
375. Send out invoices for rents due	-	2	1	1	1	1	-	2	-	2
376. Send out credit vouchers for goods returned	1	2	2	-	2	-	-	2	1	1
377. Figure pay rolls (office and employer's personal)	2	9	9	1	7	2	-	9	2	7
378. Put up pay-roll money into envelopes	1	4	2	1	1	7	1	3	4	-
379. Check up on figures in letters, articles, etc.	2	5	6	1	3	4	3	4	4	3
380. Figure percentages for various purposes .	2	11	9	-	4	6	10	3	11	1
381. Make list of contents of office safe and safe-deposit box	-	1	-	1	-	1	-	1	-	1
382. Keep list of personal property up to date	-	-	-	-	-	-	-	-	-	-
383. Check up order against estimates	3	-	2	-	2	-	-	2	-	2
384. Check internal revenue report	2	1	1	-	-	1	-	1	-	1
385. Check cash-register returns	1	-	1	-	-	-	-	1	-	1
386. Send club bills to treasurer (or other bills)	-	2	1	-	-	1	-	1	-	1
387. O. K. bills of any kind	6	12	12	4	3	10	1	15	3	13
388. Make bonus lists	2	1	2	-	-	2	-	2	2	-
389. Prepare vouchers for traveling expense ..	-	1	2	-	-	1	-	2	1	-
390. Keep record of rents-due dates	-	1	1	-	1	-	-	1	-	1
391. Enter all invoices in a book	3	2	4	-	2	2	1	4	4	-
392. Prepare commission statements	4	7	9	-	2	4	2	6	3	6

393. Lease property	1	-	1	-	1	-	-	2	-	1
394. Sell various commodities	1	1	1	-	1	-	-	2	1	-
395. Take orders for various commodities	2	2	3	1	2	2	-	4	2	2
396. Make contract for service, supplies, etc.	-	2	2	-	1	-	-	2	1	1
397. Countersign employees' charges	-	1	1	-	-	-	-	1	-	1
398. Pay office bills, employer's personal bills, etc.	2	1	1	1	-	1	-	2	-	1
399. Act as cashier	3	6	7	1	5	2	2	7	5	4
400. Check remittance sheet	6	1	5	-	2	-	-	5	3	2
401. Check collections sheet	5	2	2	1	-	1	-	3	-	3
402. Post data on daily sales sheet	1	-	1	-	-	-	1	-	1	-
403. Handle collection of outstanding debts.	4	1	4	-	1	1	2	1	3	-
404. Decide charges on work done	1	2	2	1	2	1	-	3	1	2
405. Make decisions on discounts allowable	2	3	3	1	1	2	1	3	3	1
406. Compile statistical data	3	10	10	1	8	2	3	10	6	3
407. Interpret financial figures into a simpler statement	-	1	1	-	1	-	-	1	1	-
408. Keep business figures for employer's desk and personal books	1	2	2	1	1	1	-	3	1	2
409. File statements of claims	1	3	4	-	2	1	-	3	1	2
410. Follow-up lapsed cases	1	2	1	1	-	2	1	2	2	1
411. Make up wage and sales comparison record.	-	2	2	-	-	2	-	2	-	2
412. Make up budgets	-	4	1	2	1	2	-	3	1	2
413. Keep wage and cost comparisons	-	1	-	1	1	-	-	1	-	1
414. Check costs	1	4	4	-	2	2	2	2	2	2
415. Keep control sheet	1	-	1	-	-	-	-	-	-	-
416. Look up financial ratings	2	7	7	1	-	6	-	7	3	3
417. Purchase foreign exchange	-	-	1	1	-	1	-	1	1	-
418. Clip coupons	-	-	-	-	-	-	-	-	-	-
419. Operate calculating machine	7	3	4	1	1	4	3	2	5	-
420. Write passes	1	-	1	-	-	1	-	1	-	1
421. Excuse pupils	1	1	2	-	1	1	-	2	-	2
422. Audit disbursing accounts	1	-	1	-	-	1	-	1	1	-
423. Balance disbursing accounts with bank's statement	1	-	1	-	1	-	-	1	1	-
424. Summarize accounts	1	-	1	-	1	-	-	1	1	-
425. Verify endorsements on checks	1	-	-	1	-	1	-	1	1	-
426. Check with bank statement	1	-	1	-	1	-	-	1	1	-
427. File cancelled checks	1	-	1	-	-	1	-	1	-	1
428. List outstanding checks at close of bank statement	1	-	1	-	-	1	-	1	1	-

Schedule 2 (Continued)

Tabulation of Form B Questionnaires (General Clerks)

	Daily	Occa-sion-ally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job
429. List advance checks at close of bank statement	1	-	1	-	-	1	-	1	1	-
430. Make pin maps	-	-	-	-	-	-	-	-	-	-
431. Change roll on adding machine	-	1	1	-	-	1	-	1	1	-
432. Check monthly reports	-	1	1	-	1	-	-	1	-	1
433. Check term reports	-	1	1	-	1	-	-	1	-	1
434. Cut blue prints	-	1	-	1	-	1	-	1	-	-
435. Look up stock	1	-	1	-	-	1	-	1	-	1
436. Summarize costs	-	1	1	-	1	-	-	1	-	1
437. Keep partial sales record	-	1	1	-	1	-	-	1	-	1
438. Balance bank account	-	1	1	-	1	-	1	-	1	-
439. Make time studies	1	-	1	-	1	-	-	1	-	1
440. Check orders for errors	1	-	1	-	-	1	-	1	-	1
441. Check orders for credits	1	-	1	-	1	-	1	-	1	-

Schedule 3

Tabulation of Form A Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
1. Use telephone	.96	--	.42	.23	--	.31	.08	.92	.54	.50	6.5
2. Send telegrams	.62	.38	.35	.12	--	.38	--	.92	.35	.58	3.0
3. Receive telegrams	.65	.35	.35	.04	--	.15	--	.92	.31	.58	.9
4. Send cablegrams in code	.04	.27	.15	.08	.12	.12	--	.31	.08	.23	0.0
5. Receive cablegrams (decode)	.04	.27	.12	.04	.15	.12	--	.31	.23	.38	0.0
6. Meet callers	.81	.19	.50	.15	.19	.50	--	.96	.50	.50	4.0
7. Adjust complaints	.50	.35	.54	.12	.42	.23	.04	.73	.23	.54	3.0
8. Hear complaints in office, over telephone or by mail	.38	.38	.35	.12	.23	.27	--	.65	.31	.50	3.0
9. Consult with auditor, lawyer, etc.	.12	.23	.15	.12	.12	.23	.04	.35	.04	.35	0.0
10. Direct people to proper departments	.77	.15	.23	.19	.04	.08	--	.77	.19	.62	.7
11. Get rid of cranks, beggars, etc.	.38	.31	.15	.12	.08	.23	--	.89	.19	.69	.1
12. Interview buyers	.38	.15	.19	.23	.12	.27	--	.46	.04	.46	0.0
13. Represent employer	.23	.27	.27	.12	.23	.19	.04	.42	.23	.35	0.0
14. Plan work for others	.65	.12	.46	.08	.35	.27	.04	.73	.27	.54	3.0
15. Handle messenger boys	.50	.31	.12	.27	.08	.23	.04	.69	.23	.50	.1
16. Manage office	.62	.08	.58	--	.35	.23	--	.65	.19	.38	2.5
17. Instruct new employees	.35	.65	.58	.19	.35	.46	--	.89	.23	.65	2.0
18. Check up supplies	.38	.62	.23	.31	.04	.38	.08	.85	.46	.58	.2
19. Take inventory	.23	.58	.31	.19	.12	.23	.04	.77	.46	.54	.4
20. Arrange desk	.62	.15	.08	.04	--	.04	.12	.58	.35	.42	.1
21. Revise stock list	.15	.31	.04	.08	.04	.08	--	.46	.12	.38	0.0
22. Look up names and addresses	.50	.27	.31	.04	.04	.12	.15	.50	.35	.38	0.0
23. Inspect materials received	.42	.38	.23	.35	.04	.27	.04	.73	.12	.62	0.0
24. Operate adding machine	.88	.12	.27	.31	.04	.42	.38	.69	.62	.35	.6
25. Operate a comptometer	.50	.19	.19	.15	.04	.46	.42	.27	.58	.12	.2
26. Operate a typewriter	.96	--	.42	.35	.08	.65	1.0	--	.89	--	3.0
27. Keep record of time cards	.54	.08	.35	.08	--	.38	.04	.50	.42	.23	3.0
28. Make notes for next day's work	.42	.19	.08	.19	--	.08	.19	.50	.31	.35	0.0
29. Record legal papers at proper government offices	.04	.27	.08	.12	--	.08	--	.31	.15	.19	0.0

30. Dictate to stenographers	.62	.19	.38	.15	.19	.38	.08	.73	.46	.38	2.1
31. Dust office	.12	.12	.04	--	--	--	.04	.12	.12	.15	.6
32. Keep "tab" on office force	.35	.08	.12	.19	.12	.08	--	.38	.04	.35	0.0
33. Sweep office	--	.08	.04	--	--	--	--	.08	--	.12	0.0
34. Pay employees	.27	.38	.27	.15	--	.12	--	.58	.08	.54	.1
35. Make up delivery routes	.27	.08	.04	.08	.04	.12	--	.35	.08	.23	0.0
36. Check athletic service	--	.08	--	.04	--	--	.04	.04	.08	.04	0.0
37. Operate telephone switchboard	.85	.04	.50	.12	.12	.46	.27	.62	.62	.27	3.1
38. Make up report forms	.50	.35	.27	.19	.12	.50	.15	.65	.38	.42	.5
39. Gather data for reports	.42	.38	.12	.38	.12	.35	.12	.50	.27	.35	.2
40. Hire employees	.15	.35	.31	.04	.15	.19	--	.42	.15	.31	.1
41. Travel to make investigations	.12	.19	.12	.12	.12	.08	.04	.31	.04	.27	.2
42. Investigate references	.15	.19	.04	.23	.04	.15	--	.38	.12	.23	0.0
43. Interview applicants for positions	.15	.42	.38	.08	.08	.31	--	.58	.23	.35	.1
44. Make out shipping instructions	.54	.04	.35	.12	.08	.27	.08	.50	.27	.35	.4
45. Change dates on rubber stamps daily	.62	.08	.08	.08	.04	.04	.15	.50	.38	.19	.1
46. Run errands	.62	.23	--	.19	.04	.04	.04	.62	.19	.42	0.0
47. Report on repairs for office	.12	.38	.04	.08	.04	--	--	.46	--	.42	0.0
48. Sharpen pencils	.77	.08	.08	.04	.04	--	.42	.35	.50	.19	.1
49. Take care of inkwells	.58	.31	.42	.04	.04	--	.35	.42	.54	.23	.5
50. Shop for employers	.08	.35	--	--	--	--	.23	.12	.08	.27	.6
51. Open desk, safe, etc.	.89	.04	.23	.08	.04	--	.08	.65	.19	.46	.2
52. Lock desk, safe, etc.	.85	.08	.27	.15	.08	.04	.12	.69	.15	.46	.3
53. Wait on customers	.42	.12	.27	.08	.08	.27	.04	.46	.15	.35	.1
54. "Drum up" trade	.15	.04	.08	--	.04	--	--	.12	--	.12	0.0
55. Take care of office clock	.31	.15	.08	.04	--	.04	--	.38	.15	.27	0.0
56. Talk to visitors when employer is busy	.46	.42	.19	.19	.08	.38	.04	.77	.35	.46	0.0
57. Handle petty cash	.73	.15	.42	.19	.12	.42	.08	.54	.42	.31	1.7
58. Arrange for jar of distilled water and ice	.19	.08	--	.04	--	--	--	.27	.04	.23	0.0
59. Watch newspapers for business changes	.23	.08	.04	.08	--	.12	--	.27	.12	.23	0.0
60. Do factory labor	.08	--	--	--	--	--	--	.08	--	.08	0.0
61. Make preparations for meetings	.08	.15	.08	.08	--	.03	--	.23	.15	.15	0.0
62. Send Board of Committees notices	.04	.04	.04	--	--	--	--	.08	--	.12	0.0
63. Act as notary public	.23	.38	.19	.15	.08	.12	.04	.54	.15	.42	0.0
64. Make out day's schedule for employer	.08	.12	.08	.04	.04	.04	--	.19	.15	.15	0.0
65. Place daily newspapers, magazines, etc. on employer's desk	.23	.04	--	--	--	--	--	.23	.04	.19	0.0
66. Check up questionnaires	.15	.31	.15	.08	.04	.19	--	.50	.12	.38	0.0
67. Check personnel of committees	.04	.15	.04	.08	--	.12	--	.19	--	.19	0.0
68. Renew magazine subscriptions	.15	.23	--	--	--	--	--	.23	.08	.19	0.0
69. Deliver policies	.08	.19		--	--	--	--	.15		.15	0.0

Schedule 3 (Continued)

Tabulation of Form A Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occa-sion-ally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
70. Look up patents for reference in Patent Office Gazette	--	.15	.08	--	--	.04	--	.12	.08	.04	0.0
71. Look over notes and memos for the day	.46	.04	.08	.15	.04	.12	--	.31	.19	.19	0.0
72. Compile periodical reports	.23	.23	.19	.08	.27	.08	--	.35	.12	.23	0.0
73. Assemble mimeographed material	.31	.38	.23	.27	--	.19	.15	.58	.38	.35	.5
74. Compare copy	.35	.35	.12	.19	.04	.19	.12	.50	.50	.19	.1
75. Post notes (notices)	.31	.35	.12	.12	.04	--	.08	.46	.27	.23	0.0
76. Record daily shipments	.54	.15	.27	.08	.08	.27	--	.50	.27	.31	.3
77. Inspect material received	.38	.23	.31	.12	--	.42	--	.50	.15	.35	.7
78. Make graphs	.15	.35	.04	.15	--	.15	.04	.46	.38	.08	0.0
79. Keep records on maps (sales records, etc.)	.31	.12	.04	.19	.15	.04	--	.23	.12	.15	0.0
80. Make headings for monthly statements	.23	.46	.15	.15	--	.19	.15	.50	.46	.19	.7
81. Make out accident reports	.19	.50	.19	.15	--	.31	--	.54	.15	.42	.2
82. Keep record of territory assigned salesmen	.23	.08	.04	.12	.04	.08	.04	.27	.08	.19	0.0
83. Operate mimeograph	.38	.15	.08	.19	--	.15	.12	.35	.38	.08	.2
84. Place telephone memoranda, messages, etc.	.83	.23	.10	.19	.04	--	.08	.54	.31	.35	.1
85. Keep current date on calendars visible	.62	.19	.08	.15	.04	--	--	.69	.27	.31	0.0
86. Get quotations on supplies	.42	.23	.19	.38	--	.19	.04	.58	.19	.46	.4
87. Approve requisitions made out by clerks	.38	.19	.19	.19	.08	.08	--	.46	.15	.35	0.0
88. Anticipate needs of employer as to records, papers, etc., needed on trips for interview, etc	.19	.31	.08	.19	.04	.08	--	.46	.15	.38	0.0
89. Make out itinerary or schedule for employer's trips	--	.15	.04	.04	--	.04	--	.15	.15	--	0.0
90. Keep desks supplied with equipment	.35	.23	.12	.15	.04	--	.04	.50	.27	.27	0.0
91. Route shipments of material (traffic work of various kinds)	.31	.12	.19	.08	.12	.19	--	.38	.19	.19	.1
92. Check remittances as to amounts, dates, and signatures	.65	.04	.54	.04	.12	.42	.04	.58	.35	.27	.1
93. Make arrangements for radio schedule	--	--	--	--	--	--	--	--	--	--	--
94. Check tally sheets on various jobs	.23	.08	.04	.08	--	.19	.04	.31	.12	.19	0.0
95. Take care of signed proxies	.15	.15	.15	--	--	.08	.04	.19	.12	.08	0.0

96. Operate duplicating machine	.31	.19	.04	.12	--	.15	.08	.35	.38	.04	0.0
97. Sort advertisements to keep out fraudulent ones	.04	--	--	--	--	--	--	.04	.04	--	0.0
98. Keep office instruction book for employees	.04	.12	.04	.04	--	.04	--	.15	.04	.08	0.0
99. Apply for automobile and driver's licenses	.04	.31	.08	.04	--	.12	--	.31	.12	.19	0.0
100. Make out grades	.04	.04	.08	--	--	.08	.04	.04	.04	.04	0.0
101. Make notes for next day's work	.38	.08	.15	.04	.04	.04	.04	.35	.23	.19	0.0
102. Review unfinished-business file	.23	.12	.04	--	--	.12	--	.23	.12	.15	.1
103. Distribute supplies	.54	.19	.04	.23	.04	.15	--	.65	.27	.42	0.0
104. Write letters not dictated, i. e., compose letters	.50	.38	.38	.27	.15	.42	.19	.65	.69	.19	2.0
105. Dictate to a dictaphone	.58	.08	.23	.19	.19	.19	.15	.38	.42	.08	1.3
106. Take dictation from a dictaphone	.54	.12	.23	.15	.19	.15	.31	.31	.50	.04	1.3
107. Check up on observance of various laws (in connection with work)	.08	.19	--	.04	.12	.08	.08	.31	.12	.19	0.0
108. Zone territory for various purposes	.08	.19	.12	.04	.08	.08	.04	.31	.08	.27	0.0
109. Do work involving government duties, customs, tariff regulations, etc	.08	.19	.15	.04	.04	.15	--	.19	.08	.08	0.0
110. Secure government permits of various kinds	.08	.15	.04	.08	.04	.04	--	.19	.08	.08	0.0
111. Keep daily attendance of employees	.62	.04	.19	.23	--	.12	.04	.58	.23	.35	.1
112. Make letterpress copies of letters	.04	.04	--	--	--	.--	.04	.04	.08	--	0.0
113. Make out bills	.69	.19	.38	.27	.08	.35	.15	.54	.46	.23	.9
114. Check invoices as to correctness	.65	.19	.38	.19	.12	.27	.15	.54	.54	.19	1.6
115. Make out forms for rebates	.27	.15	.19	--	.04	.12	.08	.31	.35	.15	0.0
116. Make out forms for allowances	.31	.19	.27	.04	--	.23	.08	.35	.27	.19	.5
117. Make out forms for damages	.27	.23	.23	.--	.27	.15	.08	.38	.31	.19	.5
118. Make out forms for claims	.38	.19	.23	.19	--	.19	.04	.54	.35	.31	.7
119. Make out forms for shortages	.35	.31	.19	.15	.04	.23	.08	.50	.27	.31	0.0
120. Make out forms for overcharges	.27	.31	.19	.12	--	.23	.04	.50	.27	.31	.3
121. Make out forms for returns	.38	.35	.19	.19	.04	.19	.04	.58	.35	.38	0.0
122. Make out weekly statements for customers	.08	.08	.08	--	--	.04	.04	.12	.19	.08	0.0
123. Make out periodic statements for customers	.31	.38	.31	.19	.08	.27	.08	.54	.46	.23	.4
124. Make out receipts	.38	.35	.15	.15	.04	.12	.12	.50	.58	.08	.1
125. Make out "O.K." vouchers	.12	.12	.08	.08	--	.12	.12	.15	.35	.19	0.0
126. Arrange for shipments	.31	.08	.19	.04	.04	.12	.04	.35	.31	.19	0.0
127. Arrange for routes used	.27	.04	.15	.04	.04	.08	.04	.27	.23	.19	0.0
128. Make out bills of lading	.54	.12	.23	.15	.04	.15	.08	.42	.54	.12	3.0
130. Check bills of lading	.42	.23	.23	.23	.04	.19	.12	.54	.46	.27	.2
131. Arrange for express shipping orders	.42	.08	.15	.19	--	.19	.04	.42	.38	.19	.5
132. Make out express shipping orders	.42	.04	.19	.19	--	.19	.04	.46	.38	.27	.6
133. Check express shipping orders	.27	.08	.15	.12	--	.15	.04	.31	.38	.12	.2
134. Arrange for parcel-post orders	.46	.12	.19	.19	.04	.19	.04	.50	.38	.27	.1

Schedule 3 (Continued)

Tabulation of Form A Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned: School	Where Learned: Job	Should Learn: School	Should Learn: Job	Emerson End Efficiency Per Cent
135. Make out parcel-post orders	.46	.08	.27	.15	.04	.23	.04	.46	.46	.23	2.3
136. Check parcel-post orders	.35	.08	.19	.12	--	.23	.04	.38	.35	.15	.7
137. Order office supplies	.38	.58	.12	.31	.04	.23	.04	.77	.27	.65	0.0
138. Make out drafts	.27	.23	.15	.12	.04	.15	.08	.35	.42	.08	.1
139. Make out notes	.27	.19	.15	.08	.04	.19	.12	.31	.42	.04	.1
140. Make out checks	.69	.15	.46	.19	.04	.38	.19	.54	.69	.12	.1
141. Make out trade acceptances	.12	.19	.19	.04	--	.19	.04	.23	.35	.04	.1
142. Business papers in general	.19	.08	.12	.08	.04	.15	.12	.19	.31	.04	0.0
143. Indorse business papers	.08	.08	.12	--	--	.04	.08	.12	.23	.04	0.0
144. Make out account sales	.15	.08	.08	.08	--	.12	.04	.19	.23	.08	0.0
145. Make out account purchases	.15	.04	.04	.04	--	.08	.04	.12	.19	.04	0.0
146. Make out special C.O.D. papers	.15	.19	.12	.12	--	.15	.04	.31	.27	.23	.1
147. Make out requisitions	.38	.50	.35	.27	.04	.38	.04	.81	.54	.42	.3
148. Make out receiving slips	.38	.15	.19	.23	--	.27	.08	.81	.31	.35	.6
149. Make out stock cards	.38	.15	.15	.15	--	.23	.04	.50	.35	.19	.5
150. Make out price slips	.27	.12	.15	.08	.04	.12	.04	.35	.19	.15	0.0
151. Make out perpetual inventory cards	.19	.27	.15	.12	--	.19	.04	.38	.35	.19	.2
152. Keep perpetual inventory records	.42	.12	.19	.15	.04	.19	.04	.38	.35	.19	.1
153. Make out time cards	.50	.12	.15	.19	--	.19	.04	.42	.38	.08	.5
154. Make out time slips	.46	.04	.15	.15	--	.19	.04	.38	.35	.12	.5
155. Make out summaries of time cards	.42	.19	.19	.15	--	.19	.04	.38	.27	.15	.5
156. Make out pay-roll record	.38	.42	.31	.27	.12	.38	.04	.69	.42	.27	.6
157. Make out cost sheets	.46	.19	.35	.12	.15	.23	.08	.54	.38	.19	.9
158. Make out job cards	.35	.12	.12	.19	--	.19	.04	.38	.31	.15	.2
159. Make out inspector's cards	.23	.12	.12	.08	--	.12	.04	.31	.23	.12	0.0
160. Make out delivery cards	.31	.04	.12	.04	--	.12	.04	.27	.23	--	.1
161. Get mail	.85	.08	.27	.12	.04	.08	.08	.77	.38	.50	.3
162. Open mail	.96	.12	.15	.19	.04	.08	.08	.85	.58	.35	.4
163. Sort mail	.96	.12	.27	.19	.08	.23	.08	.89	.73	.27	1.4
164. Forward mail	.81	.19	.23	.19	--	.27	.12	.73	.54	.31	2.7
165. Stamp mail (as to date, etc.)	.77	.15	.19	.08	--	.19	.08	.69	.54	.19	1.5

166. Read incoming mail	.89	.19	.38	.23	.19	.19	.08	.77	.38	.54	2.4
167. Trace mail	.31	.19	.27	.12	.04	.27	.04	.50	.42	.15	.1
168. Make notes on mail which superior should see	.31	.19	.27	.12	.04	.27	.04	.42	.27	.35	0.0
169. Weigh mail	.69	.12	.27	.19	.04	.15	.08	.65	.58	.19	.2
170. Sign for registered mail	.50	.42	.15	.12	.04	.08	.08	.73	.54	.35	.1
171. Have mail registered	.50	.50	.23	.15	.04	.23	.08	.73	.58	.31	.3
172. Take mail to post office	.65	.15	.23	.04	.04	.08	.04	.69	.38	.35	.2
173. Figure parcel post rate	.50	.19	.31	.12	.12	.19	.04	.69	.54	.15	1.0
174. Have mail insured	.46	.35	.27	.08	.04	.15	.08	.73	.58	.27	.3
175. Fold letters	.96	.04	.04	.19	.04	.08	.23	.77	.69	.19	.1
176. Insert letters in envelopes	.96	.04	.12	.19	.04	.04	.31	.73	.73	.27	.3
177. Stamp letters, etc	.96	--	.15	.19	.04	.04	.19	.73	.50	.23	.3
178. Address letters, packages, etc	.50	.04	.27	.12	.04	.15	.27	.62	.65	.15	.4
179. Operate addressograph	.27	.19	.04	.08	--	.12	.12	.46	.35	.27	0.0
180. Stamp mail (as to date, etc. by hand)	.54	--	.08	.04	--	.08	--	.54	.38	.19	.1
181. Stamp mail (as to date, etc. by machine)	.23	.12	.12	--	--	.19	.08	.42	.27	.23	.1
182. Sign dictator's mail	.27	.27	.12	.12	.04	.08	.08	.54	.23	.27	0.0
183. Sign circular letters	.27	.19	.04	.04	.04	.08	.08	.46	.19	.27	0.0
184. Mark, attach, or get enclosures	.46	.12	.19	.12	--	.19	.08	.58	.27	.35	.4
185. Seal mail by hand	.77	.08	.15	.19	.04	.12	.19	.62	.54	.31	.3
186. Seal mail by machine	.31	.04	.08	.08	--	.04	.08	.35	.31	.08	0.0
187. Tie up packages	.38	.35	.08	.12	.04	.08	.08	.65	.46	.23	0.0
188. Dictate answers to mail	.35	.19	.31	.04	.08	.23	.08	.50	.38	.23	.3
189. Answer mail with standard paragraphs	.31	.12	.04	.15	--	.12	--	.38	.23	.23	0.0
190. Roll up plans, blue prints, etc	.15	.15	.04	.04	--	--	.04	.35	.23	.15	0.0
191. Read outgoing mail to check up on information, etc	.50	.04	.15	.27	.04	.23	.12	.58	.27	.38	0.0
192. Read outgoing mail for mistakes	.58	--	.31	.19	.04	.19	.12	.46	.50	.15	.2
193. Read outgoing mail for enclosures	.46	.04	.31	.12	.04	.08	.08	.38	.19	.19	.1
194. Get franking permit from post office	--	.12	.04	--	--	.04	.04	.12	.08	.08	0.0
195. Make up mailing list	.19	.31	.08	.15	.08	.08	.08	.46	.35	.23	0.0
196. Check mailing list	.19	.27	.12	.12	.12	.08	.04	.38	.31	.19	0.0
197. Revise mailing list	.23	.31	.12	.15	.12	.08	.08	.50	.35	.19	.1
198. Purchase postage (requisition stamps)	.31	.38	.15	.12	--	.12	.08	.42	.31	.38	.2
199. Deliver letters to proper persons	.62	.12	.27	.15	.04	.12	.08	.62	.27	.46	.2
200. File material in alphabetical order	.81	.08	.38	.19	.04	.27	.27	.54	.77	.04	1.2
201. File material in numerical order	.65	.08	.35	.08	--	.19	.19	.42	.58	.04	2.3
202. File material in geographical order	.35	.08	.15	.08	.04	.08	.15	.31	.38	.04	0.0
203. File material in chronological order	.35	.12	.15	.08	.04	.12	.19	.27	.35	.04	0.0

Schedule 3 (Continued)

Tabulation of Form A Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
204. File material in order of subject	.42	.04	.19	.12	--	.08	.27	.19	.38	.15	.2
205. Get materials from files	.77	.12	.27	.15	.08	.12	.19	.58	.54	.27	.9
206. Indicate reminder on daily calendar	.31	.08	.12	.04	.04	--	--	.38	.35	.12	0.0
207. List unanswered letters	.15	.04	.12	--	--	.12	.12	.19	.12	.19	0.0
208. List of equipment	.19	.23	.08	.12	.04	--	.08	.27	.08	.19	0.0
209. Revise files	.19	.50	.23	.27	.08	.31	.08	.62	.46	.19	.1
210. Install filing system	.08	.31	.15	.08	--	.19	.04	.35	.15	.15	0.0
211. Transfer obsolete material	.04	.69	.08	.31	.08	.15	.08	.62	.31	.27	0.0
212. Sort material for filing	.77	.15	.23	.19	--	.27	.04	.58	.42	.35	2.0
213. List addresses	.08	.31	.12	.04	--	.04	.12	.35	.35	.12	0.0
214. List telephone numbers	.15	.23	.12	.04	--	.04	.08	.35	.35	.08	0.0
215. List price quotations	.15	.12	.08	.04	--	.12	.04	.27	.15	.12	0.0
216. File clippings	.12	.23	.04	.04	--	.08	.04	.31	.23	.12	0.0
217. Make cross-index cards	.23	.23	.12	.15	--	.12	--	.38	.31	.12	0.0
218. Make hotel reservations	.04	.54	.05	.27	--	.27	--	.58	.42	.23	0.0
219. Make train reservations	.04	.46	.08	.23	--	.19	--	.38	.31	.19	0.0
220. Make steamship reservations	--	.27	.08	.12	--	.15	--	.23	.19	.12	0.0
221. Apply for passports for employer	.04	.15	.04	.08	--	.04	.04	.15	.15	.08	0.0
222. Clean and oil typewriter	.19	.50	.04	.19	.04	.04	.15	.42	.58	.04	0.0
223. Make hospital reservations	--	.04	--	--	--	--	--	.04	.04	.04	0.0
224. Make arrangements for consultation	.04	.12	--	.08	--	--	--	.15	.15	.04	0.0
225. Assist with laboratory work	--	.04	--	--	--	--	--	.04	.08	--	0.0
226. Shave dictaphone cylinders	.35	.04	.04	.08	--	.04	.04	.42	.23	.15	0.0
227. Collect foreign stamps	--	.04	--	.04	--	--	.04	.04	.04	.04	0.0
228. Keep personal diary for employer	--	.08	.04	.04	--	--	--	.08	.04	.08	0.0
229. Keep book of activities, trips, honors, degrees, clubs, etc	.08	.04	--	--	--	--	.04	.08	.08	.08	0.0
230. Prepare exhibits	--	.08	.08	.04	.04	.08	--	.27	.15	.15	0.0
231. Arrange physical layout of office pictures draperies, etc	--	.08	--	.08	--	.12	--	.12	.04	.08	0.0

232. Make blue prints	.08	.04	.04	.--	.04	--	.04	.08	.12	--	0.0
233. Trace maps	--	--	--	.--	--	--	--	--	--	--	-.-
234. Examine food for dining room, club, or hotel	--	--	.--	--	--	--	--	--	--	--	-.-
235. Cut stencils	.42	.12	.08	.19	.04	.31	.19	.38	.46	--	0.0
236. Design letterheads for stationery	--	.15	--	.04	--	.04	--	.15	--	19	0.0
237. Keep in touch with legislative activity that bears on work	--	.04	--	--	--	.--	--	.04	--	.04	0.0
238. Visit factories	.04	.08	--	.08	--	.08	--	.12	.04	.12	0.0
239. Give first aid	.08	.15	.08	.04	.12	.04	--	.23	.19	.08	0.0
240. Prepare and keep up abstract book with abstracts and reprints of speeches, hints for speeches, data, figures, illustrations, etc	--	.04	--	--	--	--	--	.08	--	.08	0.0
241. Distribute theater tickets	--	.08	--	--	--	--	--	.08	--	.08	0.0
242. Arrange for disposal of worn-out equipment	.08	.23	--	.08	.08	.08	--	.31	--	.31	0.0
243. Dress windows	--	.04	--	--	--	.04	--	--	--	--	0.0
244. Take care of library	.08	--	.04	.04	--	.08	.08	.08	.12	.04	0.0
245. Keep follow-up files of letters not answered	.38	.15	.12	.19	--	.19	.08	.46	.46	.04	.4
246. Make folders and folder titles for files	.46	.19	.12	.15	--	.08	.12	.46	.46	.08	0.0
247. Assign file numbers	.38	.12	.08	.15	--	.12	.08	.38	.38	.08	0.0
248. Keep clipping books	.23	.04	--	.04	--	--	.08	.12	.12	.08	0.0
249. Keep letter copy book	.08	--	--	--	--	--	.04	.04	.08	.04	0.0
250. Keep contemplated-work files	.04	.04	--	.04	--	.04	--	.08	.08	.08	0.0
251. Keep day book	--	--	--	--	--	--	--	--	--	--	-.-
252. Arrange for mimeographing	.12	.19	.04	.15	.04	.12	.12	.15	.23	.04	0.0
253. Arrange for binding	.04	.12	--	.04	--	.04	.04	.08	.04	.08	0.0
254. Arrange for printing	.15	.31	.19	.08	.04	.15	.08	.31	.27	.12	0.0
255. Prepare material for printer or publisher	.12	.19	.23	.04	.12	.08	.08	.27	.23	.12	0.0
256. Read proof	.15	.15	.15	.08	.08	.12	.04	.27	.23	.15	0.0
257. Edit manuscript	.08	.12	.08	.08	.04	.08	--	.15	.12	.04	0.0
258. Make up forms for reports, etc	.04	.19	.15	.04	.08	.08	.04	.19	.12	.12	0.0
259. Edit reports, bulletins, etc	.08	.15	.04	.12	.04	.08	--	.23	.12	.12	0.0
260. Compile one report from numerous small ones	.12	.19	.12	.12	.12	.12	.08	.23	.19	.12	0.0
261. Arrange programs	.04	.15	.04	.08	.04	.08	--	.15	.08	.08	0.0
262. Translate letters, articles, etc. from foreign languages into English	--	.19	.04	.04	.08	.04	.08	.08	.15	--	0.0
263. Translate letters, articles, etc. from English into foreign languages	--	.04	.04	--	.04	--	.04	--	.08	--	0.0
264. Punctuate articles, manuscripts, etc	.19	.15	.12	.12	.12	.12	.19	.15	.27	.04	0.0

Schedule 3 (Continued)

Tabulation of Form A Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
265. Correct letters dictated	.27	.23	.23	.19	.19	15	.27	.27	.50	:04	.6
266. Write headings or subjects to be amplified	.04	.08	.04	.04	--	--	.04	.08	.08	.08	0.0
267. Prepare pamphlets and catalogues	.04	.12	.08	.04	.04	.04	.04	.12	.08	.12	0.0
268. Abstract articles, reports, etc	.04	.08	.04	.04	.04	.04	--	.08	.04	.08	0.0
269. Summarize reports, etc	--	.15	.04	.08	.04	.08	.04	.15	.12	.08	0.0
270. Digest sermons, lectures, etc	--	--	--	--	--	--	--	--	--	--	- -
271. Get information from library	--	.12	.04	.04	--	.08	--	.15	.19	--	0.0
272. Compile bibliographies	--	--	.04	--	--	--	--	.04	.08	--	0.0
273. Read rulings, current topics, books, etc., that have bearing on work	--	.08	.04	--	--	--	--	.08	.08	.04	0.0
274. Clip magazine articles	--	.19	--	--	--	--	--	.12	.12	.04	0.0
275. Clip newspapers	.08	.23	.08	.04	.04	--	--	.31	.27	.12	0.0
276. Keep scrapbooks of various kinds	.08	.15	.04	.04	--	.04	--	.12	.15	.04	0.0
277. Prepare posters for advertising	.04	.08	.04	--	.04	--	.04	.12	.15	.04	0.0
278. Take care of newspaper publicity of church services, entertainments, campaigns, etc..	--	.04	.04	--	.04	--	--	.04	--	.08	0.0
279. Take care of other publicity, such as announcements, invitations, etc	--	--	--	--	--	--	--	--	--	--	- -
280. Write advertisements of various kinds (circular letters, bulletins, newspaper advertising)	.08	.08	.12	--	.12	--	.08	.12	.19	.04	0.0
281. Cancel newspaper advertisements	.04	.04	--	--	--	--	.04	.12	.08	.15	0.0
282. Write copy for newspapers, magazines, etc.	.04	.08	.08	--	.08	--	.04	.12	.15	.04	0.0
283. Gather news for various papers, magazines, etc	.04	.04	.04	.04	.08	--	.04	.04	--	.12	0.0
284. Give news, information, etc. to reporters	--	.08	--	--	.04	.04	--	.08	.04	.08	0.0
285. Edit magazine or paper (school paper, house organ, trade magazine, etc.)	.04	.--	--	--	.04	--	.04	.--	.08	--	0.0
286. Make adjustments of complaints	.46	.27	.38	.15	.27	.27	.04	.58	.19	.35	.8
287. Discharge employees	.08	.35	.12	.12	.15	.04	--	.27	.04	.19	0.0
288. Make engagements and appointments	.15	.27	.12	.12	--	.08	--	.35	.08	.27	0.0

289. Select and invite speakers	--	--	--	--	--	--	--	--	--	--	-.-
290. Direct people to proper office or department	.69	.04	.12	.35	--	.08	--	.65	.12	.54	0.0
291. Attend meetings, conventions, banquets, etc.	.04	.27	.04	.08	--	.04	--	.23	.04	.15	0.0
292. Give talks and lectures of various kinds	--	.12	.04	.04	.04	.04	--	.08	.04	.08	0.0
293. Interview applicants for entrance to schools, clubs, organizations, etc	.04	--	--	--	--	--	--	.04	.04	--	0.0
294. Help place people in positions outside the organization, firm, etc	.04	.12	--	.08	.08	--	--	.12	--	.12	0.0
295. Act as guide to visitors about the organization	--	.27	.04	.12	--	.08	.04	.23	.08	.15	0.0
296. Address a meeting of employees	--	.15	.08	.08	.15	--	.04	.19	.08	.12	0.0
297. Take part in employees' functions	--	.31	.08	.15	.04	.12	--	.27	.08	.19	0.0
298. Act on committees	--	.27	.08	.15	.04	.15	.04	.23	.12	.15	0.0
299. Conference with employees	--	.27	.04	.08	.04	.15	--	.27	.08	.19	0.0
300. Organize clubs, welfare work, etc	--	.08	.04	.04	.04	.04	--	.08	--	.08	0.0
301. Secure signers for petitions of various kinds	--	.08	.04	--	--	.04	--	.08	.04	.04	0.0
302. Distribute work among the employees	.35	.35	.35	.12	.08	.27	--	.58	.08	.50	0.0
303. Arrange lunch hours for employees, also vacations	.08	.42	.19	.23	.12	.12	--	.62	.04	.42	0.0
304. Check up unfinished work of other employees	.23	.35	.19	.23	.15	.12	--	.54	.08	.38	0.0
305. Organize office	.19	.27	.31	--	.19	.12	--	.42	--	.42	0.0
306. Issue permits for various things	.15	.23	.15	.04	.12	--	--	.31	.15	.19	0.0
307. Countersign employees' charge purchases, permits, etc	.04	.23	.08	.08	.04	.08	--	.27	.08	.27	0.0
308. O. K. passes, etc	.04	.27	.04	.08	--	.04	--	.31	.08	.23	0.0
309. Investigate causes of trouble between employees	--	.42	.19	.08	.15	.08	--	.35	.04	.27	0.0
310. Handle beneficiaries in charity cases	--	.08	.04	.04	.04	.04	--	.04	--	.08	0.0
311. Do case work involved in workmen's compensation	--	.15	.08	.04	.08	.04	--	.15	.04	.12	0.0
312. Settle claims for damages, injuries, losses, etc	.04	.15	.08	.08	.04	.12	--	.19	.04	.15	0.0
313. Prepare personal income tax return for employer	.04	.31	.23	--	.19	.04	.04	.27	.19	.12	0.0
314. Prepare income tax return for company, trust, corporation, etc	.08	.35	.27	.04	.19	.04	.04	.35	.23	.15	0.0
315. Keep set of books which supply data for income tax (individual and fiduciaries)	.12	.23	.15	--	.15	--	.04	.31	.23	.12	0.0

Schedule 3 (Continued)

Tabulation of Form A Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occa-sion-ally	Relative Importance		Degree of Difficulty		Where Learned		Should Learn		Emerson End Efficiency Per Cent
			1	2	1	2	School	Job	School	Job	
316. File income tax return	--	.38	.23	.08	.15	.12	.08	.38	.31	.15	0.0
317. Systemize and record items deductible from income tax	.08	.15	.15	.04	.15	.04	.08	.19	.15	.15	0.0
318. Make lists of employees for income tax (salaries, etc.)	.15	.54	.15	.23	.15	.19	.08	.58	.38	.27	.1
319. Check up city and county tax statements	.08	.31	.23	.04	.15	.12	.08	.31	.27	.12	0.0
320. Work in connection with miscellaneous Federal tax	.04	.23	.15	.08	.15	.08	.08	.23	.15	.15	0.0
321. Deposit checks	.73	.19	.35	.27	.08	.27	.08	.73	.69	.12	1.4
322. Sign checks	.46	.08	.19	.27	.04	.15	.08	.54	.42	.19	.1
323 Take care of bank book	.58	.04	.31	.23	.04	.27	.08	.54	.50	.19	.3
324. Countersign checks	.35	--	.15	.12	--	.15	.04	.35	.35	.08	.3
325. Figure interest	.27	.23	.27	.04	.04	.27	.27	.19	.42	.--	.1
326. Take care of notes, renewals, drafts, etc.	.15	.31	.27	.08	--	.27	.12	.35	.31	.15	.3
327. Make lists of personal notes and collateral	.08	.08	.08	.04	--	.12	.04	.15	.12	.12	0.0
328. Collect notes	.08	.19	.19	.04	.04	.15	.04	.27	.12	.19	0.0
329. Make up weekly statement of overdrawn bank accounts	.04	--	.04	--	--	.04	.04	.04	.08	--	0.0
330. Make up weekly statement of overdue notes in bank	.04	--	.04	--	--	.04	.04	.04	.04	.08	0.0
331. Get letters of credit from bank	.04	.15	.04	.08	--	.08	.04	.15	.15	.04	0.0
332. Identify people	.04	.31	.08	.12	.04	.12	.04	.31	.12	.23	0.0
333. Keep record of interest-due dates	.15	.23	.12	.12	--	.15	.08	.31	.23	.15	0.0
334. Arrange for funds to be wired or cabled	--	.15	.04	.08	--	.08	.04	.15	.12	.12	0.0
335. Keep open file of days on which to clip coupons	.08	.08	.04	.04	--	.08	.04	.15	.12	.08	0.0
336. Secure quotations from brokers	.04	.19	--	.15	--	.04	.04	.19	.12	.15	0.0
337. O. K. annual fidelity bond premiums	.12	.15	.08	.12	--	.12	.04	.27	.08	.23	0.0
338. Have fidelity bonds signed	.08	.15	.12	.04	--	.04	.04	.23	.08	.23	0.0

339. Apply for fidelity bonds	.04	.19	.08	.12	--	.12	.04	.23	.12	.19	0.0
340. Figure premiums	.12	.12	.19	.04	.04	.19	.04	.19	.19	.08	0.0
341. Make list of securities	.08	.15	.15	.04	--	.12	.08	.19	.27	.04	0.0
342. Fill out Liberty bond coupon slips	.04	.12	.12	--	--	.08	.04	.15	.15	.08	0.0
343. Exchange Liberty bonds	.04	.12	.08	--	--	.08	.04	.12	.12	.08	0.0
344. Collect premiums	.04	.04	.08	--	.04	.08	.04	.04	--	.04	0.0
345. Sell bonds	--	.08	.04	--	--	.04	.04	--	--	.04	0.0
346. Buy stocks	--	.08	.04	--	--	.04	--	.04	.04	.04	0.0
347. Sell stocks	--	.08	.04	--	--	.04	--	.04	.04	.04	0.0
348. Invest money	--	.08	.04	--	--	.04	--	.04	.04	.04	0.0
349. Exchange temporary bonds for permanent ones.	--	.08	.04	--	--	.04	--	.04	.04	.04	0.0
350. Keep file of maturity dates of securities.	.04	.19	.12	.04	--	.08	.04	.15	.19	.04	0.0
351. Record securities purchased	--	.23	.12	.04	--	.08	.04	.15	.19	.04	0.0
352. Write transfer powers for stockholders	--	.08	.08	--	--	.08	--	.08	.08	.08	0.0
353. Watch stock market	.04	.08	.04	.04	--	--	.04	.12	.12	.08	0.0
354. Advise about investments	.04	.08	.12	.04	.04	--	--	.12	.08	.08	0.0
355. Keep files of dates on which insurance premiums are due	.08	.15	.12	.04	--	.08	.04	.19	.19	.08	0.0
356. Take care of personal insurance (employer's).	.04	.12	.04	.04	--	.08	.04	.12	.12	.08	0.0
357. Take care of property insurance (employer's).	.08	.15	.08	.08	--	.15	.04	.19	.15	.12	0.0
358. O. K. monthly group insurance bills	.12	.23	.15	.08	.04	.15	.04	.27	.15	.19	0.0
359. Figure insurance rates	.12	.23	.23	.04	.12	.08	.04	.31	.27	.08	0.0
360. Figure policies	--	.19	.15	--	.08	.04	.04	.19	.23	.04	0.0
361. Abstract policies	--	.12	.12	--	.08	.04	.04	.12	.12	.08	0.0
362. Sell insurance	--	.04	--	--	--	--	--	--	--	.04	0.0
363. Apply for group insurance	--	.23	.12	--	.04	.04	--	.19	.04	.19	0.0
364. Discontinue group insurance	--	.19	.04	.04	--	.08	--	.15	.04	.15	0.0
365. Keep cash account	.50	.04	.31	.08	.12	.23	.12	.38	.42	.08	.9
366. Keep expense account	.42	--	.27	.08	.12	.12	.12	.31	.38	.08	.5
367. Keep and balance personal ledger of employer	.08	.04	.08	.04	.04	.04	.04	.12	.12	.04	0.0
368. Keep petty cash account	.54	.08	.31	.15	.12	.23	.19	.46	.46	.12	1.0
369. Keep books and ledgers for any purpose	.46	.08	.27	.08	.04	.27	.27	.27	.38	.12	.2
370. Make journal entries	.50	.04	.31	.08	.08	.23	.31	.31	.38	.12	.4
371. Rule off ledger	.27	.08	.19	--	.04	.12	.35	.23	.38	.08	0.0
372. Balance cash daily	.58	.04	.42	.04	.12	.27	.27	.31	.50	.12	1.4
373. File receipted bills	.58	.04	.23	.12	--	.15	.15	.38	.38	.23	.7
374. Total monthly sales	.38	.31	.31	.12	--	.35	.08	.54	.38	.23	1.5
375. Send out invoices for rents due	.04	.12	.15	--	--	.12	.04	.15	.19	.04	0.0
376. Send out credit vouchers for goods returned	.27	.19	.19	.08	--	.19	.04	.38	.31	.12	.3

Schedule 3 (Continued)

Tabulation of Form A Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occa-sion-ally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
377. Figure pay rolls (office and employer's personal)	.31	.38	.42	.12	.08	.42	.08	.58	.42	.23	.4
378. Put up pay-roll money into envelopes	.12	.12	.08	.08	--	.08	.04	.19	.15	.12	0.0
379. Check up on figures in letters, articles, etc	.08	.08	--	.04	--	.04	--	.12	.08	.08	0.0
380. Figure percentages for various purposes	.27	.31	.15	.12	--	.23	.27	.27	.46	.04	.4
381. Make list of contents of office safe and safe-deposit box	.04	.27	.15	--	--	.15	.08	.19	.12	.15	0.0
382. Keep list of personal property up to date	.08	.15	.12	.04	--	.12	.04	.19	.19	.04	0.0
383. Check up order against estimates	.12	.19	.15	.04	.04	.15	.04	.23	.19	.12	0.0
384. Check internal revenue report	.04	.15	.12	--	.04	.08	.04	.12	.15	.08	0.0
385. Check cash-register returns	.12	--	.08	--	.08	--	.04	.12	.12	.04	0.0
386. Send club bills to treasurer (or other bills)	.04	.12	--	--	--	--	.08	.08	.04	.12	0.0
387. O. K. bills of any kind	.38	.31	.31	.15	--	.42	.12	.54	.27	.35	1.3
388. Make bonus lists	.04	.08	.04	--	--	--	.04	.12	.08	.12	0.0
389. Prepare vouchers for traveling expense	.08	.31	.15	.15	--	.12	--	.38	.15	.23	0.0
390. Keep record of rents-due dates	--	.12	.08	.04	--	.04	.04	.12	.12	.12	0.0
391. Enter all invoices in a book	.42	.19	.19	.12	.04	.23	.12	.27	.27	.19	0.0
392. Prepare commission statements	.19	.19	.08	.12	--	15	.04	.23	:23	.15	0.0
393. Lease property	.04	.04	.04	--	--	.04	--	--	--	.04	0.0
394. Sell various commodities	.08	--	.04	--	--	.04	.04	.04	.08	.08	0.0
395. Take orders for various commodities	.19	.08	.15	--	.04	.04	.04	.19	.15	.15	0.0
396. Make contract for service, supplies, etc	--	.12	.08	--	--	.12	.04	.12	.08	.12	0.0
397. Countersign employees' charges	.12	.08	.04	--	--	.04	.04	.15	.12	.15	0.0
398. Pay office bills, employer's personal bills, etc	.15	.15	.12	.12	--	.12	.04	.27	.12	.23	0.0
399. Act as cashier	.38	.15	.27	.08	--	.31	.04	.42	.38	.15	1.2
400. Check remittance sheet	.42	.08	.23	.08	.08	.15	.04	.38	.31	.23	.2
401. Check collections sheet	.35	.12	.23	.08	.04	.19	.04	.38	.54	.19	.1

402. Post data on daily sales sheet.....	.35	--	.19	.08	.08	.08	.04	.23	.23	.15	.1
403. Handle collection of outstanding debts....	.38	.04	.23	.08	.08	.23	.08	.35	.23	.23	.1
404. Decide charges on work done.....	.08	.08	.04	.08	.04	.08	.04	.12	.04	.15	0.0
405. Make decisions on discounts allowable.....	.31	.15	.27	.04	.08	.19	.04	.35	.15	.27	0.0
406. Compile statistical data.....	.23	.23	.23	.15	.19	.15	.12	.38	.38	.12	.4
407. Interpret financial figures into a simpler statement.....	.12	.19	.23	--	.15	.08	.04	.27	.19	.15	0.0
408. Keep business figures for employer's desk and personal books.....	.04	.12	.04	.08	.04	.08	.04	.15	.08	.15	0.0
409. File statements of claims.....	.12	.15	.12	.04	.04	.15	.04	.23	.15	.12	0.0
410. Follow up lapsed cases.....	.04	.12	.08	.04	--	.12	.04	.15	.12	.12	0.0
411. Make up wage and sales comparison record..	.08	.19	.12	.08	.04	.12	.04	.25	.08	.23	0.0
412. Make up budgets.....	--	.35	.38	.08	.31	.08	.08	.35	.23	.35	.9
413. Keep wage and cost comparisons.....	.04	.35	.27	.15	.12	.19	.08	.35	.19	.23	0.0
414. Check costs.....	.38	.15	.31	.12	.12	.27	.08	.42	.23	.23	.3
415. Keep control sheet.....	.12	--	.08	--	.04	.04	.04	.12	.08	.08	0.0
416. Look up financial ratings.....	.46	.23	.23	.19	--	.19	.04	.54	.38	.19	.7
417. Purchase foreign exchange.....	--	15	.08	.04	--	.08	--	.15	.15	--	0.0
418. Clip coupons.....	.04	.15	.08	--	--	.08	.04	.19	.15	.08	0.0

Schedule 4

Tabulation of Form B Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned: School	Where Learned: Job	Should Learn: School	Should Learn: Job	Emerson End Efficiency Per Cent
1. Use telephone	.63	.24	.49	.32	.24	.53	.10	.65	.34	.39	2.5
2. Send telegrams	.16	.22	.28	.9	.18	.18	.4	.30	.27	.5	0.2
3. Receive telegrams	.14	.19	.20	.9	.11	.16	.1	.28	.15	.13	0.5
4. Send cablegrams in code	.1	.6	.5	.1	.6	--	--	.6	.4	.3	0.0
5. Receive cablegrams (decode)	.20	.20	.27	.10	.18	.18	.6	.33	.27	.10	0.3
6. Meet callers	.27	.24	.33	.13	.20	.24	.6	.42	.30	.14	0.5
7. Adjust complaints	.25	.22	.34	.9	.27	.11	.4	.38	.13	.22	0.3
8. Hear complaints in office, over telephone, or by mail	.15	.23	.29	.9	.22	.11	.2	.37	.10	.20	0.1
9. Consult with auditor, lawyer, etc	.6	.11	.9	.4	.6	.4	.1	.11	.4	.9	0.0
10. Direct people to proper departments	.18	.30	.23	.15	.3	.33	.1	.39	.11	.25	0.0
11. Get rid of cranks, beggars, etc	.5	.16	.9	.10	.10	.8	--	.16	.6	.6	0.0
12. Interview buyers	.1	.6	.4	.3	.1	.4	--	.6	.3	.4	0.0
13. Represent employer	.5	.10	.11	.3	.6	.5	--	.15	.3	.8	0.0
14. Plan work for others	.24	.16	.20	.14	.20	.13	.3	.30	.11	.20	0.1
15. Handle messenger boys	.8	.6	.5	.5	.3	.5	--	.9	.3	.4	0.0
16. Manage office	.9	.4	.9	.1	--	.9	--	.9	.3	.4	0.0
17. Instruct new employees	.6	.52	.39	.13	.33	.16	--	.51	.8	.38	0.1
18. Check up supplies	.8	.27	.20	.9	.4	.24	--	.29	.3	.27	0.0
19. Take inventory	.3	.22	.15	.4	.11	.10	.3	.22	.11	.10	0.0
20. Arrange desk	.44	.13	.20	.30	.4	.46	.10	.38	.20	.25	0.1
21. Revise stock list	.3	.5	.5	.4	.3	.4	.1	.8	.3	.5	0.0
22. Look up names and addresses	.14	.27	.19	.11	.4	.27	.6	.33	.10	.19	0.0
23. Inspect materials received	.8	.13	.15	.3	.6	.11	.3	.16	.5	.9	0.0
24. Operate adding machine	.33	.42	.39	.25	.8	.58	.13	.56	.59	.6	0.6
25. Operate a comptometer	.16	.27	.16	.16	.23	.13	.9	.32	.38	.3	0.2
26. Operate typewriter	.44	.30	.48	.19	.24	.42	.46	.27	.70	--	3.5
27. Keep record of time cards	.18	.5	.15	.4	.4	.13	.3	.18	.11	.9	0.0
28. Make notes for next day's work	.24	.15	.23	.14	.4	.30	.6	.29	.16	.16	0.0

29. Record legal papers at proper government offices	--	.3	--	.1	--	.1	--	.1	--	.1	0.0
30. Dictate to stenographers	.10	.9	.13	.3	.10	.6	.1	.18	.18	.1	0.0
31. Dust office	.13	.6	.3	.11	--	.14	.3	.13	.4	.9	0.0
32. Keep "tab" on office force	.16	.4	.13	.5	.10	.5	.1	.16	.4	.13	0.0
33. Sweep office	--	.4	.1	.3	--	.4	--	.4	--	.4	0.0
34. Pay employees	.5	.15	.11	.5	.4	.14	--	.19	.3	.16	0.0
35. Make up delivery routes	.1	.1	.1	.1	.1	.1	.1	.1	.1	.1	0.0
36. Check athletic service	--	.3	--	.3	--	.1	.1	.1	.3	--	0.0
37. Operate telephone switchboard	.10	.23	.24	.5	.9	.19	.4	.29	.19	.11	0.0
38. Make up report forms	.8	.29	.25	.6	.14	.15	.8	.28	.18	.13	0.1
39. Gather data for reports	.20	.18	.26	.4	.19	.10	.4	.29	.14	.19	0.1
40. Hire employees	.3	.4	.5	--	.5	--	--	.5	.1	.3	0.0
41. Travel to make investigations	--	.4	.3	--	.3	--	--	.3	.3	.1	0.0
42. Investigate references	.3	.9	.6	.3	.3	.5	--	.8	.3	.5	0.0
43. Interview applicants for positions	.5	.3	.5	.1	.5	.1	--	.8	.5	--	0.0
44. Make out shipping instructions	.5	.8	.10	.1	.9	.3	.1	.10	.6	.5	0.0
45. Change dates on rubber stamps daily	.28	.15	.18	.13	--	.29	.8	.24	.10	.21	0.1
46. Run errands	.13	.30	.15	.16	.3	.26	.8	.16	.20	.15	0.0
47. Report on repairs for office	.1	.20	.10	.9	.1	.16	--	.18	.1	.15	0.0
48. Sharpen pencils	.49	.8	.16	.23	.1	.38	.23	.14	.29	.5	0.0
49. Take care of inkwells	.8	.23	.8	.19	--	.25	.11	.15	.18	.6	0.0
50. Shop for employers	.1	.9	--	.8	--	.4	--	.5	--	.4	0.0
51. Open desk, safe, etc	.30	.11	.19	.14	.1	.32	.3	.30	.6	.28	0.0
52. Lock desk, safe, etc	.23	.14	.19	.13	.1	.29	.3	.30	.5	.28	0.0
53. Wait on customers	.14	.13	.14	.8	.6	.15	.1	.21	.9	.13	0.0
54. "Drum up" trade	.3	.4	.6	--	.6	--	.1	.5	.3	.4	0.0
55. Take care of office clock	.5	.8	.8	.5	.1	.11	.4	.9	.6	.6	0.0
56. Talk to visitors when employer is busy	.8	.11	.13	.3	.4	.14	--	.14	.8	.6	0.0
57. Handle petty cash	.18	.9	.16	.5	.10	.10	.6	.15	.14	.8	0.0
58. Arrange for jar of distilled water and ice	--	.1	.1	--	--	.1	--	.1	--	--	0.0
59. Watch newspapers for business changes	.4	.5	.3	.5	--	.6	.3	.4	.4	.3	0.0
60. Do factory labor	--	--	--	--	--	--	--	--	--	--	0.0
61. Make preparations for meetings	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
62. Send Board of Committees notices	.1	--	.1	--	--	.1	--	.2	--	.1	0.0
63. Act as notary public	.3	.5	.5	.3	--	.8	--	.8	.4	.4	0.0
64. Make out day's schedule for employer	.3	--	.3	--	--	.3	--	.3	--	--	0.0
65. Place daily newspapers, magazines, etc. on employer's desk	.4	.4	.3	.4	--	.6	--	.8	.1	.6	0.0

Schedule 4 (Continued)

Tabulation of Form B Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
66. Check up questionnaires	.3	.5	.5	.3	.3	.5	.4	.4	.4	.3	0.0
68. Renew magazine subscriptions	--	.6	.1	.4	.1	.4	.1	.5	.4	.3	0.0
69. Deliver policies	--	.6	.3	--	--	.3	--	.4	--	.3	0.0
70. Look up patents for reference in Patent Office Gazette	.1	--	--	--	--	--	--	.1	--	.1	0.0
71. Look over notes and memos for the day	.23	.9	.19	.9	.9	.21	.4	.21	.8	.13	0.0
72. Compile periodical reports	.8	.19	.21	.3	.15	.4	.5	.16	.8	.14	0.0
73. Assemble mimeographed material	.5	.18	.14	.8	.5	.16	.6	.16	.11	.10	0.0
74. Compare copy	.6	.28	.25	.6	.13	.19	.8	.25	.19	.10	0.0
75. Post notes (notices)	.4	.14	.11	.4	--	.15	.5	.11	.6	.8	0.0
76. Record daily shipments	.4	.5	.5	.4	.4	.5	--	.9	.3	.4	0.0
77. Inspect material received	.3	.10	.8	.5	.4	.9	--	.13	.1	.11	0.0
78. Make graphs	.3	.10	.10	.3	.9	.4	.3	.10	.11	.1	0.0
79. Keep records on maps (sales records, etc.)	.3	.4	.5	.1	.4	.1	.1	.3	.3	.1	0.0
80. Make headings for monthly statements	.3	.19	.15	.4	.1	.15	.4	.14	.8	.10	0.0
81. Make out accident reports	--	.5	.5	--	--	.5	--	.5	--	.3	0.0
82. Keep record of territory assigned salesmen	.3	.8	.8	.1	.3	.4	--	.6	.1	.5	0.0
83. Operate mimeograph	.5	.8	.8	.5	.3	.9	.3	.9	.11	--	0.0
84. Place telephone memoranda, messages, etc.	.14	.30	.29	.10	.1	.34	.3	.34	.19	.14	0.0
85. Keep current date on calendars visible	.34	.4	.23	.11	.3	.32	.5	.25	.10	.19	0.0
86. Get quotations on supplies	.6	.6	.9	--	.5	.4	--	.10	.4	.5	0.0
87. Approve requisitions made out by clerks	.1	.6	.6	--	.3	.4	--	.6	.1	.5	0.0
88. Anticipate needs of employer	.1	.6	.6	.1	.3	.5	--	.8	.1	.6	0.0
90. Keep desks supplied with equipment	.13	.8	.14	.3	.1	.14	.5	.10	.6	.8	0.0
91. Route shipments of material (traffic work of various kinds)	.4	.5	.8	.1	.5	.3	.1	.8	.4	.4	0.0
92. Check remittances as to amounts, dates, and signatures	.10	.8	.10	.4	.5	.5	.5	.11	.10	.6	0.0

94. Check tally sheets on various jobs.....	--	.1	--	.1	.1	--	--	.1	--	.1	0.0
95. Take care of signed proxies.....	--	.1	--	.1	.1	--	--	--	--	--	0.0
96. Operate duplicating machine.....	--	.8	.4	.3	--	.6	--	.6	.5	.1	0.0
97. Sort advertisements to keep out fraudulent ones.....	--	.3	.1	.1	.1	.1	--	.3	.3	--	0.0
98. Keep office instruction book for employees.....	.3	.4	.1	.4	.1	.4	--	.5	.3	.3	0.0
99. Apply for automobile and driver's licenses.....	--	.1	--	.1	--	.1	--	.1	--	.1	0.0
100. Make out grades.....	.1	.4	.4	.1	.3	.3	--	.5	.1	.4	0.0
101. Make notes for next day's work.....	.19	.10	.18	.8	.3	.19	.6	.18	.10	.10	0.0
102. Review unfinished-business file.....	.5	.10	.9	.4	.4	.8	.3	.10	.9	.4	0.0
103. Distribute supplies.....	.5	.13	.9	.6	.3	.13	.4	.11	.5	.9	0.0
104. Write letters not dictated, i.e., compose letters.....	.14	.32	.35	.8	.21	.20	.23	.21	.38	.5	0.4
105. Dictate to a dictaphone.....	.11	.3	.11	--	.6	.4	.1	.11	.9	.1	0.0
106. Take dictation from a dictaphone.....	.3	.3	.3	--	.3	.1	.1	.4	.5	--	0.0
107. Check up on observance of various laws (in connection with work).....	.4	.6	.8	.3	.6	.4	.1	.9	.3	.6	0.0
108. Zone territory for various purposes.....	.1	.6	.8	--	.6	.1	.1	.6	.3	.5	0.0
109. Do work involving government duties, customs, tariff regulations, etc.....	.4	.5	.8	.1	.5	.4	.1	.8	.4	.5	0.0
111. Keep daily attendance of employees.....	.20	.3	.11	.9	.4	.16	--	.21	.4	.18	0.0
113. Make out bills.....	.5	.15	.19	.3	.10	.11	.8	.15	.13	.6	0.0
114. Check invoices as to correctness.....	.15	.14	.21	.1	.9	.13	.6	.24	.15	.11	0.0
115. Make out forms for rebates.....	.1	.5	.6	--	.1	.4	.1	.4	.3	.3	0.0
116. Make out forms for allowances.....	.1	.5	.4	--	.1	.1	.1	.3	.3	.1	0.0
117. Make out forms for damages.....	--	.3	.3	--	--	.1	.1	--	.1	--	0.0
118. Make out forms for claims.....	.4	.5	.6	.3	.4	.4	.1	.6	.1	.6	0.0
119. Make out forms for shortages.....	--	.5	.5	--	.1	.3	.1	.3	.1	.1	0.0
120. Make out forms for overcharges.....	.1	.13	.13	--	.1	.9	.3	.8	.3	.5	0.0
121. Make out forms for returns.....	.1	.6	.6	--	.1	.4	--	.5	--	.4	0.0
122. Make out weekly statements for customers	--	.3	.1	--	.1	--	.1	--	.1	--	0.0
123. Make out periodic statements for customers	.3	.11	.10	.1	.1	.9	.1	.9	.9	.1	0.0
124. Make out receipts.....	.8	.14	.11	.9	--	.18	.8	.13	.16	.4	0.0
125. Make out "O.K." vouchers.....	.3	.1	.1	.1	.1	.1	--	.3	--	.3	0.0
126. Arrange for shipments.....	.3	.3	.1	.4	--	.5	--	.5	.1	.4	0.0
127. Arrange for routes used.....	--	.1	.1	--	--	.1	--	.1	.1	--	0.0
128. Make out bills of lading.....	.1	.9	.8	.3	.4	.6	.1	.9	.8	.3	0.0

Schedule 4 (Continued)

Tabulation of Form B Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occa-sion-ally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
130. Check bills of lading	.1	.5	.5	.1	.3	.4	.1	.5	.5	.1	0.0
131. Arrange for express shipping orders	.1	.6	.3	.5	--	.8	--	.8	.5	.3	0.0
132. Make out express shipping orders	.1	.1	.1	.1	.1	.1	--	.3	.3	--	0.0
133. Check express shipping orders	--	.4	.3	--	.1	.1	--	.3	.3	--	0.0
134. Arrange for parcel-post orders	--	.5	.1	.3	--	.3	--	.4	.1	.3	0.0
135. Make out parcel-post orders	.1	.3	.4	.1	.3	.1	--	.5	.3	.3	0.0
136. Check parcel-post orders	.3	.5	.5	.3	.3	.4	.1	.6	.6	.1	0.0
137. Order office supplies	.4	.24	.16	.8	.5	.19	.3	.23	.8	.18	0.0
138. Make out drafts	.3	.6	.8	.1	.4	.4	.3	.6	.8	.1	0.0
139. Make out notes	.1	.3	.4	--	.3	--	.1	.3	.4	--	0.0
140. Make out checks	.11	.15	.21	--	.8	.14	.10	.15	.18	.5	0.0
141. Make out trade acceptances	.1	.6	.5	.1	.1	.4	.3	.3	.4	.1	0.0
142. Business papers in general	.1	.1	.1	.1	--	.1	.3	--	.3	--	0.0
143. Indorse business papers	.3	.1	.3	--	.1	--	.1	.3	.4	--	0.0
144. Make out account sales	.3	.3	.4	--	.3	.3	.1	.3	.4	--	0.0
145. Make out account purchases	--	.1	.1	--	.1	--	--	.1	.1	--	0.0
146. Make out special C.O.D. papers	.3	.3	.5	--	.3	--	.1	.4	.4	.1	0.0
147. Make out requisitions	.5	.34	.29	.5	.10	.24	.3	.35	.16	.16	0.0
148. Make out receiving slips	.1	.1	.1	.1	--	.3	--	.3	.3	--	0.0
149. Make out stock cards	.1	.1	.3	--	.1	.1	--	.3	.3	--	0.0
150. Make out price slips	--	.1	.1	--	--	.1	--	.1	--	.1	0.0
151. Make out perpetual inventory cards	.1	.4	.4	--	.1	.3	--	.5	.5	--	0.0
152. Keep perpetual inventory records	.3	.4	.6	--	.1	.4	--	.6	.4	.3	0.0
153. Make out time cards	.3	.9	.5	.6	--	.10	--	.11	.6	.4	0.0
154. Make out time slips	.6	.3	.6	.1	.1	.5	--	.9	.5	.4	0.0
155. Make out summaries of time cards	.1	.4	.4	.1	.1	.4	--	.5	.4	.1	0.0
156. Make out pay-roll record	.8	.14	.15	.6	.10	.11	.1	.20	.11	.9	0.0
157. Make out cost sheets	.3	.4	.6	--	.4	.3	--	.6	.4	.3	0.0
158. Make out job cards	.1	.1	.3	--	.1	.1	--	.3	--	.3	0.0

161. Get mail	.14	.5	.14	.4	.1	.15	--	.15	.3	.9	0.0
162. Open mail	.10	.13	.15	.6	--	.19	.3	.18	.9	.10	0.0
163. Sort mail	.15	.11	.19	.5	.6	.15	.3	.21	.6	.15	0.0
164. Forward mail	.16	.11	.20	.5	.1	.24	.9	.16	.13	.10	0.0
165. Stamp mail (as to date, etc.)	.11	.11	.15	.5	.1	.18	--	.20	.5	.14	0.0
166. Read incoming mail	.21	.13	.28	.6	.10	.23	.6	.29	.13	.21	0.1
167. Trace mail	.6	.8	.8	.5	.8	.6	--	.13	.4	.5	0.0
168. Make notes on mail which superior should see	.9	.13	.18	.3	.6	.11	.3	.16	.9	.10	0.0
169. Weigh mail	.10	.15	.20	.4	.6	.15	.3	.20	.14	.8	0.0
170. Sign for registered mail	.8	.26	.21	.9	--	.30	--	.32	.8	.23	0.0
171. Have mail registered	.5	.24	.21	.6	.3	.23	.1	.25	.9	.14	0.0
172. Take mail to post office	.5	.13	.9	.9	--	.14	.1	.13	.3	.9	0.0
173. Figure parcel-post rate	.5	.9	.11	.3	.3	.10	--	.14	.8	.4	0.0
174. Have mail insured	.6	.11	.13	.4	.1	.14	.4	.13	.9	.8	0.0
175. Fold letters	.19	.29	.21	.23	.3	.43	.23	.24	.33	.8	0.0
176. Insert letters in envelopes	.26	.29	.32	.23	.3	.49	.24	.25	.35	.11	0.1
177. Stamp letters, etc	.20	.20	.25	.13	.3	.34	.15	.23	.24	.10	0.0
178. Address letters, packages, etc	.23	.25	.34	.11	.3	.40	.23	.23	.32	.6	0.1
179. Operate addressograph	.5	.13	.10	.5	.3	.11	.1	.15	.8	.9	0.0
180. Stamp mail (as to date, etc.) by hand	.6	.9	.11	.3	.1	.13	.1	.11	.6	.4	0.0
181. Stamp mail (as to date, etc.) by machine	.3	.9	.5	.5	--	.9	.1	.9	.5	.4	0.0
182. Sign dictator's mail	.13	.10	.11	.9	.3	.18	.4	.16	.8	.11	0.0
183. Sign circular letters	.1	.16	.6	.11	.1	.14	.3	.14	.5	.9	0.0
184. Mark, attach, or get enclosures	.14	.19	.23	.8	.6	.23	.10	.20	.18	.10	0.0
185. Seal mail by hand	.19	.24	.20	.21	.3	.39	.11	.30	.21	.16	0.0
186. Seal mail by machine	.4	.6	.4	.5	--	.8	.1	.8	.8	.1	0.0
187. Tie up packages	.5	.21	.16	.9	.3	.21	.3	.21	.13	.9	0.0
188. Dictate answers to mail	.13	.4	.11	.3	.8	.5	.3	.13	.10	.3	0.0
189. Answer mail with standard paragraphs	.4	.13	.5	.10	.5	.10	.3	.15	.10	.6	0.0
190. Roll up plans, blue prints, etc	--	.6	--	.3	--	.3	--	.6	.4	.1	0.0
191. Read outgoing mail to check up on information, etc	.10	.11	.19	.4	.6	.14	.4	.16	.11	.8	0.0
192. Read outgoing mail for mistakes	.23	.11	.29	.4	.6	.24	.13	.18	.19	.9	0.1
193. Read outgoing mail for enclosures	.20	.10	.26	.3	.6	.20	.13	.15	.18	.10	0.1
194. Get franking permit from post office	.6	--	--	--	--	--	--	--	--	--	0.0
195. Make up mailing list	.1	.13	.10	.3	.6	.6	.3	.9	.8	.3	0.0
196. Check mailing list	.4	.9	.8	.5	.5	.8	.1	.10	.6	.5	0.0
197. Revise mailing list	.1	.9	.5	.5	.4	.6	.1	.9	.6	.4	0.0

Schedule 4 (Continued)

Tabulation of Form B Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occa-sion-ally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
198. Purchase postage (requisition stamps)...	.4	.16	.15	.5	.1	.16	.3	.15	.9	.8	0.0
199. Deliver letters to proper persons.....	.9	.18	.20	.8	--	.26	.4	.23	.10	.14	0.0
200. File material in alphabetical order.....	.26	.19	.37	.4	.10	.28	.18	.24	.29	.10	0.3
201. File material in numerical order.....	.26	.15	.32	.3	.9	.24	.10	.28	.23	.9	0.2
202. File material in geographical order.....	.8	.3	.8	--	.4	.3	.5	.3	.8	--	0.0
203. File material in chronological order....	.10	.10	.15	.1	.5	.11	.5	.13	.11	.5	0.0
204. File material in order of subject.....	.10	.14	.16	.5	.6	.15	.6	.16	.14	.9	0.0
205. Get material from files.....	.32	.16	.25	.13	.13	.24	.4	.33	.16	.16	0.2
206. Indicate reminder on daily calendar.....	.16	.13	.19	.6	.4	.19	.6	.18	.14	.9	0.0
207. List unanswered letters.....	.4	.1	.5	--	.1	.4	--	.5	.3	.1	0.0
208. List of equipment.....	.4	.4	.6	.1	.3	.5	--	.8	.4	.4	0.0
209. Revise files.....	.3	.24	.16	.6	.14	.9	.3	.21	.13	.10	0.0
210. Install filing system.....	.3	.10	.10	.3	.8	.5	.3	.11	.10	.4	0.0
211. Transfer obsolete material.....	.6	.24	.19	.8	.9	.18	.4	.24	.14	.13	0.0
212. Sort material for filing.....	.21	.23	.33	.5	.15	.23	.11	.29	.18	.21	0.2
213. List addresses.....	.5	.11	.11	.1	.6	.6	.3	.11	.5	.6	0.0
214. List telephone numbers.....	.6	.6	.8	.4	.3	.8	.3	.9	.5	.5	0.0
215. List price quotations.....	.4	.5	.6	--	.3	.4	.1	.6	.5	.3	0.0
216. File clippings.....	.3	.13	.8	.4	.1	.9	.4	.8	.4	.4	0.0
217. Make cross-index cards.....	.6	.9	.13	.1	.9	.4	.1	.14	.9	.5	0.0
218. Make hotel reservations.....	.4	.6	.5	.3	.1	.6	.3	.6	.6	.3	0.0
219. Make train reservations.....	.3	.9	.5	.1	--	.9	.3	.8	.5	.4	0.0
220. Make steamship reservations.....	.1	.3	.3	--	--	.3	.1	.3	.3	.1	0.0
222. Clean and oil typewriter.....	.11	.32	.23	.14	.8	.32	.24	.18	.33	.8	0.1
223. Make hospital reservations.....	--	.1	--	.1	--	.1	--	.1	.1	--	0.0
224. Make arrangements for consultation.....	--	.6	.4	.1	.1	.3	--	.5	.3	.1	0.0
225. Assist with laboratory work.....	--	.1	.1	--	.1	--	.1	--	.1	--	0.0
226. Shave dictaphone cylinders.....	.1	.6	.3	.4	--	.6	.3	.5	.5	.3	0.0
227. Collect foreign stamps.....	--	.4	--	.3	--	.1	--	.3	--	.1	0.0

230. Prepare exhibits	--	.3	.1	.1	.3	--	.3	--	.3	--	0.0
231. Arrange physical layout of office, pictures, draperies, etc	--	.4	.1	.3	.1	.3	.1	.3	.1	.3	0.0
232. Make blue prints	--	.1	.1	--	.1	--	--	.1	.1	--	0.0
235. Cut stencils	.4	.16	.14	.4	.6	.11	.8	.11	.19	--	0.0
236. Design letterheads for stationery	--	.3	.1	.1	.3	--	--	.3	.3	--	0.0
237. Keep in touch with legislative activity that bears on work	.1	.7	.5	.3	.6	.1	.1	.6	.3	.4	0.0
238. Visit factories	--	.3	.3	--	.3	--	--	.3	--	.3	0.0
240. Prepare and keep up abstract book with abstracts and reprints of speeches, hints for speeches, data, figures, illustrations, etc	--	.8	.1	.3	.3	.1	.4	.3	.6	.1	0.0
241. Distribute theater tickets	--	.3	.1	--	.1	--	.1	--	.1	--	0.0
242. Arrange for disposal of worn-out equipment	--	.1	--	--	--	--	--	--	--	--	- -
243. Dress windows	--	.1	.1	--	.1	--	--	--	--	--	- -
244. Take care of library	.1	.1	.1	.1	.1	.1	--	.2	.2	--	0.0
245. Keep follow-up files of letters not answered	.5	.3	.3	.3	.3	.3	.1	.5	.3	.3	0.0
246. Make folders and folder titles for files	.5	.24	.23	.6	.8	.21	.6	.24	.14	.15	0.0
247. Assign file numbers	.7	.4	.6	.1	.5	.1	--	.8	.4	.4	0.0
248. Keep clipping books	.3	.3	--	.4	--	.4	.1	.3	.1	.3	0.0
249. Keep letter copy book	.3	--	.1	.1	--	.1	.1	.1	.1	--	0.0
250. Keep contemplated-work files	.6	.4	.5	.3	.3	.5	.1	.8	.4	.5	0.0
251. Keep day book	.5	--	.5	--	.3	.3	.1	.4	.3	.3	0.0
252. Arrange for mimeographing	.4	.5	.8	.1	.3	.5	.1	.8	.1	.6	0.0
253. Arrange for binding	--	.8	.6	.1	.3	.4	.1	.6	.1	.5	0.0
254. Arrange for printing	.1	.8	.8	.1	.1	.6	.1	.8	.3	.5	0.0
255. Prepare material for printer or publisher	--	.9	.9	--	.4	.4	.1	.8	.4	.4	0.0
256. Read proof	.4	.14	.14	.1	.4	.9	.3	.13	.9	.5	0.0
257. Edit manuscript	--	.1	.1	--	.1	--	.1	--	.1	--	0.0
258. Make up forms for reports, etc	--	.15	.9	.5	.6	.5	.5	.9	.6	.6	0.0
259. Edit reports, bulletins, etc	.1	.3	.3	.1	.4	--	.1	.3	.1	.1	0.0
260. Compile one report from numerous small ones	.5	.11	.11	.1	.10	.3	.5	.10	.8	.8	0.0
261. Arrange programs	--	.1	.1	--	--	--	--	--	--	--	0.0
262. Translate letters, articles, etc., from foreign languages into English	--	.1	.1	--	--	.1	.1	--	.1	--	0.0

Schedule 4 (Continued)

Tabulation of Form B Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned: School	Where Learned: Job	Should Learn: School	Should Learn: Job	Emerson End Efficiency Per Cent
264. Punctuate articles, manuscripts, etc.....	--	.1	.3	--	--	.1	.1	--	.1	--	0.0
265. Correct letters dictated.....	.6	.13	.18	.4	.8	.11	.9	.11	.16	.3	0.0
266. Write headings or subjects to be amplified.....	--	.3	.4	--	.1	.3	.3	.1	.3	--	0.0
267. Prepare pamphlets and catalogues.....	--	.4	.3	.1	.4	--	.1	.3	.3	.1	0.0
268. Abstract articles, reports, etc.....	.1	.3	.4	--	.4	--	.1	.3	.1	.1	0.0
269. Summarize reports, etc.....	.1	.11	.9	.3	.9	.3	.5	.6	.9	.3	0.0
270. Digest sermons, lectures, etc.....	--	.5	.3	.1	.1	.1	.3	--	.3	--	0.0
271. Get information from library.....	--	.13	.8	.5	.3	.8	.8	.4	.8	.4	0.0
273. Read rulings, current topics, books, etc., that have bearing on work.....	.4	.18	.16	.4	.5	.13	.4	.14	.5	.10	0.0
274. Clip magazine articles.....	.1	.5	.3	.3	--	.4	.3	.1	.3	.1	0.0
275. Clip newspapers.....	.1	.8	.4	.5	--	.8	.4	.4	.5	.3	0.0
276. Keep scrapbooks of various kinds.....	.1	.4	.1	.4	--	.5	.4	.1	.4	.1	0.0
277. Prepare posters for advertising.....	--	.3	.1	--	.1	--	.3	--	.1	--	0.0
278. Take care of newspaper publicity of church services, entertainments, campaigns, etc....	--	.1	.1	--	.1	--	.1	--	.1	--	0.0
279. Take care of other publicity, such as announcements, invitations, etc.....	--	.3	.3	--	.1	.1	.1	.1	.3	--	0.0
280. Write advertisements of various kinds (circular letters, bulletins, newspaper advertising).....	.1	.4	.5	--	.5	--	.1	.4	.5	--	0.0
281. Cancel newspaper advertisements.....	--	.4	.1	.1	.1	.1	.1	.3	.4	--	0.0
282. Write copy for newspapers, magazines, etc.	.1	.1	.1	.1	.1	.1	.1	.1	.3	--	0.0
283. Gather news for various papers, magazines, etc.....	--	.1	.1	--	.1	--	--	.1	.1	--	0.0
284. Give news, information, etc., to reporters.	--	.3	.3	--	.1	.1	--	.3	--	.1	0.0
286. Make adjustments of complaints.....	.6	.18	.18	.3	.14	.5	.1	.20	.5	.16	0.0
287. Discharge employees.....	--	.5	--	.3	--	.3	.1	.1	.1	.1	0.0

288. Make engagements and appointments.....	.5	.24	.13	.3	.3	.11	.1	.11	.4	.8	0.0
290. Direct people to proper office or department.....	.14	.26	.24	.13	.5	.29	.3	.34	.8	.28	0.0
291. Attend meetings, conventions, banquets, etc.	.4	.18	.11	.6	.4	.13	.1	.15	.4	.11	0.0
292. Give talks and lectures of various kinds	--	.3	.3	--	.3	--	.3	--	.3	--	0.0
293. Interview applicants for entrance to schools, clubs, organizations, etc.....	--	.3	.3	--	.3	--	--	.3	--	.3	0.0
294. Help place people in positions outside the organization, firm, etc.....	.1	.4	.1	.4	.3	.3	.1	.4	.1	.4	0.0
295. Act as guide to visitors about the organization.....	--	.8	.4	--	--	.4	--	.5	.1	.3	0.0
296. Address a meeting of employees.....	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
297. Take part in employees' functions.....	.3	.16	.5	.9	.1	.11	.3	.13	.3	.10	0.0
298. Act on committees.....	.3	.4	.3	.1	.3	.1	.1	.3	.1	.3	0.0
299. Conference with employees.....	--	.8	.1	.5	.3	.4	.3	.4	.3	.4	0.0
300. Organize clubs, welfare work, etc.....	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
301. Secure signers for petitions of various kinds.....	--	.4	.--	.1	--	.1	.1	.1	.1	--	0.0
302. Distribute work among the employees.....	.8	.13	.15	.5	.3	.14	.1	.20	.3	.14	0.0
303. Arrange lunch hours for employees, also vacations.....	.3	.5	.4	.1	.1	.4	--	.5	.1	.3	0.0
304. Check up unfinished work of other employees.....	.8	.9	.11	.4	.3	.11	.1	.14	.1	.10	0.0
305. Organize office.....	.3	.3	.4	.1	.3	.3	.1	.4	.1	.4	0.0
306. Issue permits for various things.....	--	.5	.5	--	--	.5	.1	.4	.3	.1	0.0
307. Countersign employees' charge purchases, permits, etc.....	.1	.1	--	--	--	--	--	--	--	--	- -
308. O. K. passes, etc.....	.3	.3	.1	--	--	.1	--	.4	--	.4	0.0
309. Investigate causes of trouble between employees.....	--	.4	.3	--	--	.1	--	.1	--	.1	0.0
312. Settle claims for damages, injuries, losses, etc.....	.1	.1	.1	--	.1	--	--	.1	--	.1	0.0
313. Prepare personal income tax return for employer.....	--	.1	.1	--	.1	--	1	--	.1	--	0.0
314. Prepare income tax return for company, trust, corporation, etc.....	--	.1	.1	--	.1	--	--	.1	.1	--	0.0
315. Keep set of books which supply data for income tax (individual and fiduciaries).	--	.1	.1	--	.1	--	--	.1	.1	--	0.0
316. File income tax return.....	--	.4	.1	.1	.1	.1	--	.4	.3	--	0.0

Schedule 4 (Continued)

Tabulation of Form B Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
317. Systematize and record items deductible from income tax	--	.1	--	--	--	--	--	--	--	--	0.0
318. Make lists of employees for income tax (salaries, etc.)	--	.9	.6	.1	.3	.5	--	.9	.1	.6	0.0
319. Check up city and county tax statements	--	.3	.1	.1	--	.3	--	.3	.3	--	0.0
320. Work in connection with miscellaneous Federal tax	--	.5	.3	.1	.3	.1	.1	.3	.4	--	0.0
321. Deposit checks	.9	.6	.14	.1	.3	.11	.5	.8	.8	.5	0.0
322. Sign checks	.4	--	.3	--	--	.3	--	.3	.1	.1	0.0
323. Take care of bank book	.9	--	.8	--	.4	.4	.4	.5	.5	.4	0.0
324. Countersign checks	.1	.1	.1	--	--	.1	--	.1	--	.1	0.0
325. Figure interest	.3	.8	.6	.1	.4	.3	.6	.1	.8	--	0.0
326. Take care of notes, renewals, drafts, etc.	.4	.10	.10	.3	.5	.8	.3	.11	.9	.5	0.0
327. Make lists of personal notes and collateral	--	.1	--	--	--	--	.1	--	--	--	0.0
328. Collect notes	.1	--	--	--	--	--	.1	--	.1	--	0.0
329. Make up weekly statement of overdrawn bank accounts	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
330. Make up weekly statement of overdue notes in bank	--	.1	--	--	--	--	.1	--	.1	--	0.0
331. Get letters of credit from bank	--	.1	--	.1	.1	--	.--	.1	--	.1	0.0
332. Identify people	.1	.6	.3	.3	--	.4	.1	.4	.3	.1	0.0
333. Keep record of interest-due dates	--	.3	.3	--	.3	--	.1	.1	.3	--	0.0
334. Arrange for funds to be wired or cabled	--	.1	--	--	--	--	--	.1	.1	--	0.0
335. Keep open file of days on which to clip coupons	--	.1	.1	--	.1	--	--	.1	.1	--	0.0
338. Have fidelity bonds signed	--	.1	.1	--	--	.1	--	.1	--	.1	0.0
340. Figure premiums	.1	.4	.5	--	.5	--	--	.5	.1	.3	0.0
346. Buy stocks	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
348. Invest money	--	.1	.1	--	.1	--	--	.1	--	.1	0.0

350. Keep file of maturity dates of securities	--	.1	.1	--	.1	--	--	.1	1	--	0.0
351. Record securities purchased	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
353. Watch stock market	--	.3	--	.3	.1	.1	.1	.1	--	.1	0.0
355. Keep files of dates on which insurance premiums are due	--	.4	.1	.1	--	.3	--	.3	.1	.1	0.0
356. Take care of personal insurance (employer's)	--	.1	--	--	--	--	--	.1	--	.1	0.0
357. Take care of property insurance (employer's)	--	.1	--	.1	--	.1	--	.1	.1	--	0.0
358. O. K. monthly group insurance bills	.1	.5	.3	.3	.1	.4	--	.6	.1	.5	0.0
359. Figure insurance rates	.3	--	.1	.1	.1	.1	--	.3	--	.3	0.0
360. Figure policies	.1	--	.1	--	.1	--	--	.1	--	.1	0.0
362. Sell insurance	--	.1	--	--	--	--	--	.1	--	--	0.0
363. Apply for group insurance	.1	.3	.1	.1	--	.3	--	.4	--	.3	0.0
364. Discontinue group insurance	.1	.1	--	.1	--	.1	--	.3	--	.1	0.0
365. Keep cash account	.8	--	.5	--	.5	--	.5	.3	.8	--	0.0
366. Keep expense account	.3	.3	.1	.3	.1	.3	.3	.3	.4	.1	0.0
368. Keep petty cash account	.6	.4	.6	.1	.5	.3	.4	.6	.8	.3	0.0
369. Keep books and ledgers for any purpose	.19	.3	.18	.9	.6	--	.10	.9	.14	.3	0.0
370. Make journal entries	.6	.5	.8	.1	.1	.5	.5	.5	.9	--	0.0
371. Rule off ledger	.4	.6	.8	.1	.3	.6	.4	.5	.8	.1	0.0
372. Balance cash daily	.11	.1	.10	--	.6	.3	.5	.6	.9	.3	0.0
373. File receipted bills	.4	.4	.5	.3	--	.6	.3	.5	.3	.5	0.0
374. Total monthly sales	.6	.8	.9	--	.3	.5	.4	.5	.6	.3	0.0
375. Send out invoices for rents due	--	.3	.1	.1	.1	.1	--	.3	--	.3	0.0
376. Send out credit vouchers for goods returned	.1	.3	.3	--	--	.3	--	.3	.1	.1	0.0
377. Figure pay rolls (office and employer's personal)	.3	.11	.11	.1	.9	.3	--	.11	.3	.9	0.0
378. Put up pay-roll money into envelopes	.1	.5	.3	.1	.1	.5	.1	.4	.5	--	0.0
379. Check up on figures in letters, articles, etc	.3	.8	.8	.1	.4	.5	.4	.5	.5	.4	0.0
380. Figure percentages for various purposes	.3	.14	.11	--	.5	.8	.13	.4	.14	.1	0.0
381. Make list of contents of office safe and safe-deposit box	--	.1	--	.1	--	.1	--	.1	--	.1	0.0
383. Check up order against estimates	.4	--	.3	--	.3	--	--	.3	--	.3	0.0
384. Check internal revenue report	.3	.1	.1	--	--	.1	--	.1	--	.1	0.0
385. Check cash-register returns	.1	--	.1	--	--	--	--	.1	--	.1	0.0
386. Send club bills to treasurer (or other bills)	--	.3	.1	--	--	.1	--	.1	--	.1	0.0
387. O. K. bills of any kind	.8	.15	.15	.5	.4	.13	.1	.19	.4	.16	0.0
388. Make bonus lists	.3	.1	.3	--	--	.3	--	.3	.3	--	0.0

Schedule 4 (Continued)

Tabulation of Form B Questionnaires by Emerson's "End Efficiency Per Cents"

	Daily	Occasionally	Relative Importance 1	Relative Importance 2	Degree of Difficulty 1	Degree of Difficulty 2	Where Learned School	Where Learned Job	Should Learn School	Should Learn Job	Emerson End Efficiency Per Cent
389. Prepare vouchers for traveling expense...	--	.1	.3	--	--	.1	--	.3	.1	--	0.0
390. Keep record of rents-due dates.....	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
391. Enter all invoices in a book.....	.4	.3	.5	--	.3	.3	.1	.5	.5	--	0.0
392. Prepare commission statements.....	.5	.9	.11	--	.3	.5	.3	.8	.4	.8	0.0
393. Lease property.....	.1	--	.1	--	.1	--	--	.3	--	.1	0.0
394. Sell various commodities.....	.1	.1	.1	--	.1	--	--	.3	.1	--	0.0
395. Take orders for various commodities.....	.3	.3	.4	.1	.3	.3	--	.5	.3	.3	0.0
396. Make contract for service, supplies, etc.	--	.3	.3	--	.1	--	--	.3	.1	.1	0.0
397. Countersign employees' charges.....	--	.1	.1	--	--	--	--	.1	--	.1	0.0
398. Pay office bills, employer's personal bills, etc.....	.3	.1	.1	.1	--	.1	--	.3	--	.1	0.0
399. Act as cashier.....	.4	.8	.9	.1	.6	.3	.3	.9	.6	.5	0.0
400. Check remittance sheet.....	.8	.1	.6	--	.3	--	--	.6	.4	.3	0.0
401. Check collections sheet.....	.6	.3	.3	.1	--	.1	--	.4	--	.4	0.0
402. Post data on daily sales sheet.....	.1	--	.1	--	--	--	.1	--	.1	--	0.0
403. Handle collection of outstanding debts...	.5	.1	.5	--	.1	.1	.3	.1	.4	--	0.0
404. Decide charges on work done.....	.1	.3	.3	.1	.3	.1	--	.4	.1	.3	0.0
405. Make decisions on discounts allowable....	.3	.4	.4	.1	.1	.3	.1	.4	.4	.1	0.0
406. Compile statistical data.....	.4	.13	.13	.1	.10	.3	.3	.13	.8	.4	0.0
407. Interpret financial figures into a simpler statement.....	--	.1	.1	--	.1	--	--	.1	.1	--	0.0
408. Keep business figures for employer's desk and personal books.....	.1	.3	.3	.1	.1	.1	--	.4	.1	.3	0.0
409. File statements of claims.....	.1	.4	.5	.--	.3	.1	--	.4	.1	.3	0.0
410. Follow up lapsed cases.....	.1	.3	.1	.1	--	.3	.1	.3	.3	.1	0.0
411. Make up wage and sales comparison record.	--	.3	.3	--	--	.3	--	.3	--	.3	0.0
412. Make up budgets.....	--	.5	.1	.3	.1	.3	--	.4	.1	.3	0.0
413. Keep wage and cost comparisons.....	--	.1	--	.1	.1	--	--	.1	--	.1	0.0
414. Check costs.....	.1	.5	.5	--	.3	.3	.3	.3	.3	.3	0.0

415. Keep control sheet	.1	--	.1	--	--	--	--	--	--	--	- -
416. Look up financial ratings	.3	.9	.9	.1	--	.8	--	.9	.4	.4	0.0
417. Purchase foreign exchange	--	.1	.1	--	--	.1	--	.1	.1	--	0.0
419. Operate calculating machine	.9	.4	.5	.1	.1	.5	.4	.3	.6	--	0.0
420. Write passes	.1	--	.1	--	--	.1	--	.1	--	.1	0.0
421. Excuse pupils	.1	.1	.3	--	.1	.1	--	.3	--	.3	0.0
422. Audit disbursing accounts	.1	--	.1	--	--	.1	--	.1	.1	--	0.0
423. Balance disbursing accounts with bank's statement	.1	--	.1	--	.1	--	--	.1	.1	--	0.0
424. Summarize accounts	.1	--	.1	--	.1	--	--	.1	.1	--	0.0
425. Verify indorsements on checks	.1	--	--	.1	--	.1	--	.1	.1	--	0.0
426. Check with bank statement	.1	--	.1	--	.1	--	--	.1	.1	--	0.0
427. File cancelled checks	.1	--	.1	--	--	.1	--	.1	--	.1	0.0
428. List outstanding checks at close of bank statement	.1	--	.1	--	--	.1	--	.1	.1	--	0.0
429 List advance checks at close of bank statement	.1	--	.1	--	--	.1	--	.1	.1	--	0.0
431. Change roll on adding machine	--	.1	.1	--	--	.1	--	.1	.1	--	0.0
432. Check monthly reports	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
433. Check term reports	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
434. Cut blue prints	--	.1	--	.1	--	.1	--	.1	--	--	0.0
435. Look up stock	.1	--	.1	--	--	.1	--	.1	--	.1	0.0
436. Summarize costs	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
437. Keep partial sales record	--	.1	.1	--	.1	--	--	.1	--	.1	0.0
438. Balance bank account	--	.1	.1	--	.1	--	.1	--	.1	--	0.0
439. Make time studies	.1	--	.1	--	.1	--	--	.1	--	.1	0.0
440. Check orders for errors	.1	--	.1	--	--	.1	--	.1	--	.1	0.0
441. Check orders for credits	.1	--	.1	--	.1	--	.1	--	.1	--	0.0

Schedule 5

Combination of Schedules 3 and 4 in columns 1.0 to 10.0, 0.1 to 0.9 and below 0.1

DUTIES	MANAGERS Form A			CLERKS Form B			SUMMARY Average			SUMMARY Highest		
	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0
1. Use telephone	-	-	6.5	-	-	2.0	-	-	4.3	-	-	6.5
2. Send telegrams	-	-	3.0	-	.2	-	-	-	1.6	-	-	3.0
3. Receive telegrams	-	.9	-	-	.5	-	-	.7	-	-	.9	-
4. Send cablegrams in code	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
5. Receive cablegrams (decode)	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
6. Meet callers	-	-	4.0	-	.5	-	-	-	2.3	-	.	4.0
7. Adjust complaints	-	-	3.0	-	.3	-	-	-	1.7	-	-	3.0
8. Hear complaints in office, over telephone, or by mail	-	-	3.0	-	.1	-	-	-	1.6	-	-	3.0
9. Consult with auditor, lawyer, etc.	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
10. Direct people to proper departments	-	.7	-	0.0	-	-	-	.4	-	-	.7	-
11. Get rid of cranks, beggars, etc	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
12. Interview buyers	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
13. Represent employer	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
14. Plan work for others	-	-	3.0	-	.1	-	-	-	1.6	-	-	3.0
15. Handle messenger boys	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
16. Manage office	-	-	2.5	0.0	-	-	-	-	1.3	-	-	2.5
17. Instruct new employees	-	-	2.0	-	.1	-	-	-	1.1	-	-	2.0
18. Check up supplies	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
19. Take inventory	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
20. Arrange desk	-	.1	-	-	.1	-	-	.1	-	-	.1	-
21. Revise stock list	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
22. Look up names and addresses	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
23. Inspect materials received	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
24. Operate adding machine	-	.6	-	-	.6	-	-	.6	-	-	.6	-
25. Operate a comptometer	-	.2	-	-	.2	-	-	.2	-	-	.2	-
26. Operate a typewriter	-	-	3.0	-	-	3.5	-	-	3.3	-	-	3.5
27. Keep record of time cards	-	-	3.0	0.0	-	-	-	-	1.5	-	-	3.0
28. Make notes for next day's work	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

29. Record legal papers at proper government offices	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
30. Dictate to stenographers	-	-	2.1	0.0	-	-	-	-	1.1	-	-	2.1
31. Dust office	-	.6	-	0.0	-	-	-	.3	-	-	.6	-
32. Keep "tab" on office force	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
33. Sweep office	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
34. Pay employees	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
35. Make up delivery routes	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
36. Check athletic service	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
37. Operate telephone switchboard	-	-	3.1	0.0	-	-	-	-	1.6	-	-	3.1
38. Make up report forms	-	.5	-	-	.1	-	-	.3	-	-	.5	-
39. Gather data for reports	-	.2	-	-	.1	-	-	.2	-	-	.2	-
40. Hire employees	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
41. Travel to make investigations	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
42. Investigate references	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
43. Interview applicants for positions	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
44. Make out shipping instructions	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
45. Change dates on rubber stamps daily	-	.1	-	-	.1	-	-	.1	-	-	.1	-
46. Run errands	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
47. Report on repairs for office	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
48. Sharpen pencils	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
49. Take care of inkwells	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
50. Shop for employers	-	.6	-	0.0	-	-	-	.3	-	-	.6	-
51. Open desk, safe, etc	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
52. Lock desk, safe, etc	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
53. Wait on customers	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
54. "Drum up" trade	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
55. Take care of office clock	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
56. Talk to visitors when employer is busy	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
57. Handle petty cash	-	-	1.7	0.0	-	-	-	.9	-	-	-	1.7
58. Arrange for jar of distilled water and ice	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
59. Watch newspapers for business changes	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
60. Do factory labor	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
61. Make preparations for meetings	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
62. Send Board of Committees notices	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
63. Act as notary public	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
64. Make out day's schedule for employer	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
65. Place daily newspapers, magazines, etc. on employer's desk	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

Schedule 5 (Continued)

Combination of Schedules 3 and 4 in columns 1.0 to 10.0, 0.1 to 0.9 and below 0.1

DUTIES	MANAGERS Form A			CLERKS Form B			SUMMARY Average			SUMMARY Highest		
	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0
66. Check up questionnaires	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
67. Check personnel of committees	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
68. Renew magazine subscriptions	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
69. Deliver policies	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
70. Look up patents for reference in Patent Office Gazette	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
71. Look over notes and memos for the day	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
72. Compile periodical reports	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
73. Assemble mimeographed material	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
74. Compare copy	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
75. Post notes (notices)	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
76. Record daily shipments	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
77. Inspect material received	-	.7	-	0.0	-	-	-	.4	-	-	.7	-
78. Make graphs	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
79. Keep records on maps (sales records, etc.)	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
80. Make headings for monthly statements.	-	.7	-	0.0	-	-	-	.4	-	-	.7	-
81. Make out accident reports	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
82. Keep record of territory assigned salesmen	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
83. Operate mimeograph	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
84. Place telephone memoranda, messages, etc., where employer will see them	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
85. Keep current date on calendars visible	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
86. Get quotations on supplies	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
87. Approve requisitions made out by clerks	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
88. Anticipate needs of employer as to records, papers, etc., needed on trips for interview, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
89. Make out itinerary or schedule for employer's trip	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

90. Keep desks supplied with equipment..	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
91. Route shipments of material (traffic work of various kinds).....	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
92. Check remittances as to amounts, dates, and signatures.....	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
93. Make arrangements for radio schedule	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
94. Check tally sheets on various jobs..	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
95. Take care of signed proxies.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
96. Operate duplicating machine.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
97. Sort advertisements to keep out fraudulent ones.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
98. Keep office instruction book for employees.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
99. Apply for automobile and driver's licenses.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
100. Make out grades.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
101. Make notes for next day's work.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
102. Review unfinished-business file.....	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
103. Distribute supplies.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
104. Write letters not dictated, i.e., compose letters.....	-	.2	-	-	.4	-	-	.3	-	-	.4	-
105. Dictate to a dictaphone.....	-	-	1.3	0.0	-	-	-	.7	-	-	-	1.3
106. Take dictation from a dictaphone....	-	-	1.3	0.0	-	-	-	.7	-	-	-	1.3
107. Check up on observance of various laws (in connection with work).....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
108. Zone territory for various purposes.	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
109. Do work involving government duties, customs, tariff regulations, etc....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
110. Secure government permits of various kinds.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
111. Keep daily attendance of employees..	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
112. Make letterpress copies of letters..	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
113. Make out bills.....	-	.9	-	0.0	-	-	-	.5	-	-	.9	-
114. Check invoices as to correctness....	-	-	1.6	0.0	-	-	-	.8	-	-	-	1.6
115. Make out forms for rebates.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
116. Make out forms for allowances.....	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
117. Make out forms for damages.....	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
118. Make out forms for claims.....	-	.7	-	0.0	-	-	-	.4	-	-	.7	-
119. Make out forms for shortages.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

Schedule 5 (Continued)

Combination of Schedules 3 and 4 in columns 1.0 to 10.0, 0.1 to 0.9 and below 0.1

DUTIES	MANAGERS			CLERKS			SUMMARY					
	Form A			Form B			Average			Highest		
	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0
120. Make out forms for overcharges	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
121. Make out forms for returns	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
122. Make out weekly statements for customers	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
123. Make out periodic statements for customers	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
124. Make out receipts	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
125. Make out "O.K." vouchers	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
126. Arrange for shipments	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
127. Arrange for routes used	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
128. Make out bills of lading	-	-	3.0	0.0	-	-	-	-	1.5	-	-	3.0
130. Check bills of lading	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
131. Arrange for express shipping orders	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
132. Make out express shipping orders	-	.6	-	0.0	-	-	-	.3	-	-	.6	-
133. Check express shipping orders	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
134. Arrange for parcel post orders	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
135. Make out parcel post orders	-	-	2.3	0.0	-	-	-	-	1.2	-	-	2.3
136. Check parcel post orders	-	.7	-	0.0	-	-	-	.4	-	-	.7	-
137. Order office supplies	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
138. Make out drafts	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
139. Make out notes	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
140. Make out checks	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
141. Make out trade acceptances	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
142. Business papers in general	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
143. Indorse business papers	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
144. Make out account sales	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
145. Make out account purchases	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
146. Make out special C.O.D. papers	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
147. Make out requisitions	-	.3	-	0.0	-	-	-	.2	-	-	.3	-

148. Make out receiving slips	-	.6	-	0.0	-	-	-	.3	-	-	.6	.
149. Make out stock cards	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
150. Make out price slips	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
151. Make out perpetual inventory cards	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
152. Keep perpetual inventory records	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
153. Make out time cards	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
154. Make out time slips	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
155. Make out summaries of time cards	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
156. Make out pay-roll record	-	.6	-	0.0	-	-	-	.3	-	-	.6	-
157. Make out cost sheets	-	.9	-	0.0	-	-	-	.5	-	-	.9	-
158. Make out job cards	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
159. Make out inspector's cards	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
160. Make out delivery cards	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
161. Get mail	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
162. Open mail	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
163. Sort mail	-	-	1.4	0.0	-	-	-	.7	-	-	-	1.4
164. Forward mail	-	-	2.7	0.0	-	-	-	-	1.4	-	-	2.7
165. Stamp mail (as to date,etc.)	-	-	1.5	0.0	-	-	-	.8	-	-	-	1.5
166. Read incoming mail	-	-	2.4	-	1	-	-	-	1.2	-	-	2.4
167. Trace mail	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
168. Make notes on mail which superior should see	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
169. Weigh mail	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
170. Sign for registered mail	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
171. Have mail registered	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
172. Take mail to post office	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
173. Figure parcel post rate	-	-	1.0	0.0	-	-	-	.5	-	-	-	1.0
174. Have mail insured	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
175. Fold letters	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
176. Insert letters in envelopes	-	.3	-	-	.1	-	-	.2	-	-	.3	-
177. Stamp letters, etc	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
178. Address letters, packages, etc	-	.4	-	-	.1	-	-	.3	-	-	.4	-
179. Operate addressograph	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
180. Stamp mail (as to date,etc. by hand)	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
181. Stamp mail (as to date,etc. by machine)	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
182. Sign dictator's mail	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
183. Sign circular letters	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
184. Mark, attach, or get enclosures	-	.4	-	0.0	-	-	-	.2	-	-	.4	-

Schedule 5 (Continued)

Combination of Schedules 3 and 4 in columns 1.0 to 10.0, 0.1 to 0.9 and below 0.1

DUTIES	MANAGERS Form A			CLERKS Form B			SUMMARY Average			SUMMARY Highest		
	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0
185. Seal mail by hand	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
186. Seal mail by machine	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
187. Tie up packages	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
188. Dictate answers to mail	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
189. Answer mail with standard paragraphs	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
190. Roll up plans, blue prints, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
191. Read outgoing mail to check up on information, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
192. Read outgoing mail for mistakes	-	.2	-	-	.1	-	-	.2	-	-	.2	-
193. Read outgoing mail for enclosures	-	.1	-	-	.1	-	-	.1	-	-	.1	-
194. Get franking permit from post office	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
195. Make up mailing list	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
196. Check mailing list	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
197. Revise mailing list	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
198. Purchase postage (requisition stamps)	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
199. Deliver letters to proper persons	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
200. File material in alphabetical order	-	-	1.2	-	.3	-	-	.8	-	-	-	1.2
201. File material in numerical order	-	-	2.3	-	.2	-	-	-	1.3	-	-	2.3
202. File material in geographical order	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
203. File material in chronological order	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
204. File material in order of subject	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
205. Get materials from files	-	.9	-	-	.2	-	-	.6	-	-	.9	-
206. Indicate reminder on daily calendar	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
207. List unanswered letters	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
208. List of equipment	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
209. Revise files	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
210. Install filing system	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
211. Transfer obsolete material	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
212. Sort material for filing	-	-	2.0	-	.2	-	-	-	1.1	-	-	2.0

213. List addresses	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
214. List telephone numbers	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
215. List price quotations	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
216. File clippings	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
217. Make cross-index cards	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
218. Make hotel reservations	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
219. Make train reservations	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
220. Make steamship reservations	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
221. Apply for passports for employer	0.0	-	-	-	.1	-	-	.1	-	-	.1	-
222. Clean and oil typewriter	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
223. Make hospital reservations	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
224. Make arrangements for consultation	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
225. Assist with laboratory work	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
226. Shave dictaphone cylinders	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
227. Collect foreign stamps	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
228. Keep personal diary for employer	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
229. Keep book of activities, trips, honors, degrees, clubs, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
230. Prepare exhibits	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
231. Arrange physical layout of office, pictures, draperies, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
232. Make blue prints	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
233. Trace maps	-	-	-	-	-	-	-	-	-	-	-	-
234. Examine food for dining room, club, or hotel	-	-	-	-	-	-	-	-	-	-	-	-
235. Cut stencils	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
236. Design letterheads for stationery	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
237. Keep in touch with legislative activity that bears on work	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
238. Visit factories	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
239. Give first aid	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
240. Prepare and keep up abstract book, with abstracts and reprints of speeches, hints for speeches, data, figures, illustrations, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
241. Distribute theater tickets	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
242. Arrange for disposal of worn-out equipment	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
243. Dress windows	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

Schedule 5 (Continued)

Combination of Schedules 3 and 4 in columns 1.0 to 10.0, 0.1 to 0.9 and below 0.1

DUTIES	MANAGERS Form A			CLERKS Form B			SUMMARY Average			SUMMARY Highest		
	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0
244. Take care of library	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
245. Keep follow-up files of letters not answered	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
246. Make folders and folder titles for files	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
247. Assign file numbers	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
248. Keep clipping books	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
249. Keep letter copy book	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
250. Keep contemplated-work files	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
251. Keep day book	-	-	-	0.0	-	-	0.0	-	-	0.0	-	-
252. Arrange for mimeographing	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
253. Arrange for binding	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
254. Arrange for printing	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
255. Prepare material for printer or publisher	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
256. Read proof	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
257. Edit manuscript	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
258. Make up forms for reports, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
259. Edit reports, bulletins, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
260. Compile one report from numerous small ones	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
261. Arrange programs	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
262. Translate letters, articles, etc., from foreign languages into English.	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
263. Translate letters, articles, etc., from English into foreign languages.	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
264. Punctuate articles, manuscripts, etc.	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
265. Correct letters dictated	-	.6	-	0.0	-	-	-	.3	-	-	.6	-
266. Write headings or subjects to be amplified	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

267. Prepare pamphlets and catalogues....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
268. Abstract articles, reports, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
269. Summarize reports, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
270. Digest sermons, lectures, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
271. Get information from library.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
272. Compile bibliographies.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
273. Read rulings, current topics, books, etc.,that have bearing on work.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
274. Clip magazine articles.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
275. Clip newspapers.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
276. Keep scrapbooks of various kinds....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
277. Prepare posters for advertising.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
278. Take care of newspaper publicity of church services,entertainments, campaigns, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
279. Take care of other publicity, such as announcements,invitations, etc...	-	-	-	0.0	-	-	0.0	-	-	0.0	-	-
280. Write advertisements of various kinds	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
281. Cancel newspaper advertisements.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
282. Write copy for newspapers, magazines, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
283. Gather news for various papers, magazines, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
284. Give news, information, etc., to reporters.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
285. Edit magazine or paper (school paper, house organ, trade magazine, etc.)..	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
286. Make adjustments of complaints.....	-	.8	-	0.0	-	-	-	.4	-	-	.8	-
287. Discharge employees.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
288. Make engagements and appointments...	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
289. Select and invite speakers.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
290. Direct people to proper office or department.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
291. Attend meetings, conventions, banquets, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
292. Give talks and lectures of various kinds.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
293. Interview applicants for entrance to schools,clubs,organizations,etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

Schedule 5 (Continued)

Combination of Schedules 3 and 4 in columns 1.0 to 10.0, 0.1 to 0.9 and below 0.1

DUTIES	MANAGERS Form A			CLERKS Form B			SUMMARY Average			SUMMARY Highest		
	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0
294. Help place people in positions outside the organization, firm, etc....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
295. Act as guide to visitors about the organization.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
296. Address a meeting of employees.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
297. Take part in employees' functions...	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
298. Act on committees.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
299. Conference with employees.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
300. Organize clubs, welfare work, etc...	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
301. Secure signers for petitions of various kinds.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
302. Distribute work among the employees.	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
303. Arrange lunch hours for employees, also vacations.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
304. Check up unfinished work of other employees.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
305. Organize office.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
306. Issue permits for various things....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
307. Countersign employees charge purchases, permits, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
308. O.K. passes, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
309. Investigate causes of trouble between employees.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
310. Handle beneficiaries in charity cases	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
311. Do case work involved in workmen's compensation.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
312. Settle claims for damages, injuries, losses, etc.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
313. Prepare personal income tax return for employer.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

314. Prepare income tax return for company, trust, corporation, etc.	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
315. Keep set of books which supply data for income tax (individual and fiduciaries)	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
316. File income tax return	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
317. Systemize and record items deductible from income tax	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
318. Make lists of employees for income tax (salaries, etc.)	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
319. Check up city and county tax statements	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
320. Work in connection with miscellaneous Federal tax	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
321. Deposit checks	-	-	1.4	0.0	-	-	-	.7	-	-	-	1.4
322. Sign checks	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
323. Take care of bank book	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
324. Countersign checks	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
325. Figure interest	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
326. Take care of notes, renewals, drafts, etc	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
327. Make lists of personal notes and collateral	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
328. Collect notes	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
329. Make up weekly statement of overdrawn bank accounts	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
330. Make up weekly statement of overdue notes in bank	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
331. Get letters of credit from bank	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
332. Identify people	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
333. Keep record of interest-due dates	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
334. Arrange for funds to be wired or cabled	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
335. Keep open file of days on which to clip coupons	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
336. Secure quotations from brokers	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
337. O.K. annual fidelity bond premiums	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
338. Have fidelity bonds signed	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
339. Apply for fidelity bonds	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

Schedule 5 (Continued)

Combination of Schedules 3 and 4 in columns 1.0 to 10.0, 0.1 to 0.9 and below 0.1

DUTIES	MANAGERS Form A			CLERKS Form B			SUMMARY Average			SUMMARY Highest		
	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0
340. Figure premiums	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
341. Make list of securities	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
342. Fill out Liberty bond coupon slips	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
343. Exchange Liberty bonds	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
344. Collect premiums	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
345. Sell bonds	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
346. Buy stocks	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
347. Sell stocks	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
348. Invest money	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
349. Exchange temporary bonds for permanent ones	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
350. Keep file of maturity dates of securities	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
351. Record securities purchased	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
352. Write transfer powers for stockholders	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
353. Watch stock market	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
354. Advise about investments	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
355. Keep files of dates on which insurance premiums are due	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
356. Take care of personal insurance (employer's)	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
357. Take care of property insurance (employer's)	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
358. O.K. monthly group insurance bills	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
359. Figure insurance rates	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
360. Figure policies	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
361. Abstract policies	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
362. Sell insurance	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

363. Apply for group insurance	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
364. Discontinue group insurance	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
365. Keep cash account	-	.9	-	0.0	-	-	-	.5	-	-	.9	-
366. Keep expense account	-	.5	-	0.0	-	-	-	.3	-	-	.5	-
367. Keep and balance personal ledger of employer	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
368. Keep petty cash account	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
369. Keep books and ledgers for any purpose	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
370. Make journal entries	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
371. Rule off ledger	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
372. Balance cash daily	-	-	1.4	0.0	-	-	-	.7	-	-	-	1.4
373. File receipted bills	-	.7	-	0.0	-	-	-	.4	-	-	.7	-
374. Total monthly sales	-	-	1.5	0.0	-	-	-	.8	-	-	-	1.5
375. Send out invoices for rents due	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
376. Send out credit vouchers for goods returned	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
377. Figure pay rolls (office and employer's personal)	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
378. Put up pay-roll money into envelopes	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
379. Check up on figures in letters, articles, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
380. Figure percentages for various purposes	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
381. Make list of contents of office safe and safe-deposit box	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
382. Keep list of personal property up to date	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
383. Check up order against estimates	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
384. Check internal revenue report	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
385. Check cash-register returns	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
386. Send club bills to treasurer (or other bills)	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
387. O.K. bills of any kind	-	-	1.3	0.0	-	-	-	.7	-	-	-	1.3
388. Make bonus lists	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
389. Prepare vouchers for traveling expense	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
390. Keep record of rents-due dates	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
391. Enter all invoices in a book	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

Schedule 5 (Continued)

Combination of Schedules 3 and 4 in columns 1.0 to 10.0, 0.1 to 0.9 and below 0.1

DUTIES	MANAGERS Form A			CLERKS Form B			SUMMARY Average			SUMMARY Highest		
	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0	Below 0.1	0.1-0.9	1.0-10.0
392. Prepare commission statements	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
393. Lease property	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
394. Sell various commodities	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
395. Take orders for various commodities	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
396. Make contract for service, supplies, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
397. Countersign employees' charges	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
398. Pay office bills, employer's personal bills, etc	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
399. Act as cashier	-	-	1.2	0.0	-	-	-	.6	-	-	-	1.2
400. Check remittance sheet	-	.2	-	0.0	-	-	-	.1	-	-	.2	-
401. Check collections sheet	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
402. Post data on daily sales sheet	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
403. Handle collection of outstanding debts	-	.1	-	0.0	-	-	-	.1	-	-	.1	-
404. Decide charges on work done	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
405. Make decisions on discounts allowable	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
406. Compile statistical data	-	.4	-	0.0	-	-	-	.2	-	-	.4	-
407. Interpret financial figures into a simpler statement	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
408. Keep business figures for employer's desk and personal books	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
409. File statements of claims	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
410. Follow up lapsed cases	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
411. Make up wage and sales comparison record	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
412. Make up budgets	-	.9	-	0.0	-	-	-	.5	-	-	.9	-
413. Keep wage and cost comparisons	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
414. Check costs	-	.3	-	0.0	-	-	-	.2	-	-	.3	-
415. Keep control sheet	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-

416. Look up financial ratings.....	-	.7	-	0.0	-	-	-	.4	-	-	.7	-
417. Purchase foreign exchange.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
418. Clip coupons.....	0.0	-	-	0.0	-	-	0.0	-	-	0.0	-	-
419. Operate calculating machine (25).....	-	-	-	0.0	-	-	-	-	-	-	-	-
420. Write passes (308).....	-	-	-	0.0	-	-	-	-	-	-	-	-
421. Excuse pupils(308).....	-	-	-	0.0	-	-	-	-	-	-	-	-
422. Audit disbursing accounts(92).....	-	-	-	0.0	-	-	-	-	-	-	-	-
423. Balance disbursing accounts with bank's statement (92).....	-	-	-	0.0	-	-	-	-	-	-	-	-
424. Summarize accounts (260).....	-	-	-	0.0	-	-	-	-	-	-	-	-
425. Verify indorsements on checks (92)..	-	-	-	0.0	-	-	-	-	-	-	-	-
426. Check with bank statement (379).....	-	-	-	0.0	-	-	-	-	-	-	-	-
427. File cancelled checks (201).....	-	-	-	0.0	-	-	-	-	-	-	-	-
428. List outstanding checks at close of bank statement (369).....	-	-	-	0.0	-	-	-	-	-	-	-	-
429. List advance checks at close of bank statement (369).....	-	-	-	0.0	-	-	-	-	-	-	-	-
430. Make pin maps (233).....	-	-	-	0.0	-	-	-	-	-	-	-	-
431. Change roll on adding machine (90)	-	-	-	0.0	-	-	-	-	-	-	-	-
432. Check monthly reports (379).....	-	-	-	0.0	-	-	-	-	-	-	-	-
433. Check term reports (379).....	-	-	-	0.0	-	-	-	-	-	-	-	-
434. Cut blue prints (232).....	-	-	-	0.0	-	-	-	-	-	-	-	-
435. Look up stock (18).....	-	-	-	0.0	-	-	-	-	-	-	-	-
436. Summarize costs (260).....	-	-	-	0.0	-	-	-	-	-	-	-	-
437. Keep partial sales record (251).....	-	-	-	0.0	-	-	-	-	-	-	-	-
438. Balance bank account (372).....	-	-	-	0.0	-	-	-	-	-	-	-	-
439. Make time studies (406).....	-	-	-	0.0	-	-	-	-	-	-	-	-
440. Check orders for errors (192).....	-	-	-	0.0	-	-	-	-	-	-	-	-
441. Check orders for credits (414).....	-	-	-	0.0	-	-	-	-	-	-	-	-

Schedule 6

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No.of Duty	Index	Duty	No.of Duty	Index	Duty	No.of Duty	Index	Duty
1.Telephone	1	6.5	Use telephone.	84	.1	Place telephone messages where employer will see them.	214	0.0	List telephone numbers.
	37	3.1	Operate telephone board.						
2.Information	6	4.0	Meet callers.	10	.7	Direct people to proper departments.	22	0.0	Look up names and addresses.
				11	.1	Get rid of beggars, cranks, etc.	290	0.0	Direct people to proper department.
							295	0.0	Act as guide to visitors about organization.
3.Adjustments	8	3.0	Hear complaints in office,over telephone,or by mail.	286	.8	Make adjustments of complaints.	242	0.0	Arrange for disposal of worn-out equipment.
	7	3.0	Adjust complaints.						
4.Secretarial and supervision	14	3.0	Plan work for others.	15	.1	Handle messenger boys.	12	0.0	Interview buyers.
	16	2.6	Manage office	40	.1	Hire employees.	13	0.0	Represent employer.
	17	2.0	Instruct new employees.	43	.1	Interview applicants for positions.	28	0.0	Make notes for next day's work.
	30	2.1	Dictate to stenographers.	50	.6	Shop for employers.	32	0.0	Keep "tab" on office force.

105	1.3	Dictate to a dictaphone.	51	.2	Open desk, safe, etc.	36	0.0	Check athletic service.
106	1.3	Take dictation from a dictaphone.	52	.3	Lock desk, safe, etc.	42	0.0	Investigate references.
114	1.6	Check invoices as to correctness.	245	.4	Keep follow-up files of unanswered letters.	47	0.0	Report on repairs for office.
166	2.4	Read incoming mail.	104	.2	Write letters not dictated, compose letters.	56	0.0	Talk to visitors when employer is busy.
387	1.3	O.K. bills of any kind.	188	.3	Dictate answers to mail.	58	0.0	Arrange for jar of distilled water and ice.
			192	.2	Read outgoing mail for mistakes.	59	0.0	Watch newspapers for business changes
			193	.1	Read outgoing mail for enclosures.	61	0.0	Make preparation for meetings.
			195	.1	Make up mailing list.	62	0.0	Send board of committees notices.
			265	.6	Correct letters dictated.	64	0.0	Make out day's schedule for employer.
			318	.1	Make lists of employees for income tax (salaries, etc.)	65	0.0	Place daily newspapers, magazines, on employer's desk.
			412	.9	Make up budgets.	66	0.0	Check up questionnaires.
						67	0.0	Check personnel of committees.
						71	0.0	Look over notes and memos for the day.
						87	0.0	Approve requisitions made out by clerks.

Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No. of Duty	Index	Duty	No. of Duty	Index	Duty	No. of Duty	Index	Duty
4. Secretarial and supervision (Cont'd)							88	0.0	Anticipate needs of employer as to records, papers, etc. needed on trips for interview, etc.
							89	0.0	Make out itinerary or schedule for employer's trips.
							90	0.0	Keep desk supplied with equipment.
							94	0.0	Check tally sheets on various jobs.
							98	0.0	Keep office instruction book for employees.
							100	0.0	Make out grades.
							108	0.0	Zone territory for various purposes.
							142	0.0	Business papers in general.
							168	0.0	Make notes on mail which superior should see.
							182	0.0	Sign dictator's mail.

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Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No.of Duty	Index	Duty	No.of Duty	Index	Duty	No.of Duty	Index	Duty
4.Secretarial and Supervision (Cont'd)							244	0.0	Take care of library.
							250	0.0	Keep contemplated-work files.
							251	0.0	Keep day book.
							253	0.0	Arrange for binding.
							254	0.0	Arrange for printing.
							255	0.0	Prepare material for printer or publisher.
							264	0.0	Punctuate articles, manuscripts,etc.
							287	0.0	Discharge employees.
							288	0.0	Make engagements and appointments.
							278	0.0	Take care of newspaper publicity of church services, entertainments,campaigns,etc.

279	0.0		Take care of other publicity, such as announcements, invitations, etc.
289	0.0		Select and invite speakers.
291	0.0		Attend meetings, conventions, banquets, etc.
292	0.0		Give talks and lectures of various kinds.
293	0.0		Interview applicants for entrance to schools, clubs, organizations, etc.
294	0.0		Help place people in positions outside the organization, firm, etc.
296	0.0		Address a meeting of employees.
297	0.0		Take part in employee's functions.
298	0.0		Act on committees.
299	0.0		Conference with employees.
300	0.0		Organize club, welfare work, etc.
302	0.0		Distribute work among employees.
303	0.0		Arrange lunch hours and vacations for employees.

Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No.of Duty	Index	Duty	No.of Duty	Index	Duty	No.of Duty	Index	Duty
4.Secretarial and Supervision (Cont'd)							304	0.0	Check up unfinished work of other employees.
							305	0.0	Organize office.
							308	0.0	O.K. passes,etc.
							332	0.0	Identify people.
							356	0.0	Take care of personal insurance (employer's).
							357	0.0	Take care of property insurance (employer's).
							375	0.0	Send out invoices for rents due.
							379	0.0	Check up on figures in letters,articles, etc.
							381	0.0	Make list of contents of office, safe and safe-deposit box.
							382	0.0	Keep list of personal property up to date.

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Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No.of Duty	Index	Duty	No.of Duty	Index	Duty	No.of Duty	Index	Duty
4.Secretarial and Supervision (Cont'd)							262	0.0	Translate letters, articles,etc.from foreign languages into English.
							263	0.0	Translate letters, articles,etc. from English into foreign languages.
							266	0.0	Write headings or subjects to be amplified.
							269	0.0	Summarize reports, etc.
							270	0.0	Digest sermons,lectures,etc.
							271	0.0	Get information from library.
							273	0.0	Read rulings,current topics,books,etc., on work.
							274	0.0	Clip magazine articles.
							275	0.0	Clip newspapers.

								276	0.0	Keep scrapbooks of various kinds.
5.Stock clerk				18	.2	Check up supplies.		21	0.0	Revise stock list.
				19	.4	Take inventory.		103	0.0	Distribute supplies.
				86	.4	Get quotations on supplies.		137	0.0	Order office supplies.
								435	0.0	Look up stock.
								215	0.0	List price quotations.
6.Office boy and office girl	163	1.4	Sort mail.	20	.1	Arrange desk.		46	0.0	Run errands.
	164	2.7	Forward mail.	31	.6	Dust office.		55	0.0	Take care of office clock.
	165	1.5	Stamp mail (as to date,etc.)	33	.1	Sweep office.		85	0.0	Keep current date on calendars visible.
	173	1.0	Figure parcel-post rate.	45	.1	Change dates on rubber stamps daily.		99	0.0	Apply for auto and driver's licenses.
				48	.1	Sharpen pencils.		186	0.0	Seal mail by machine.
				49	.5	Take care of inkwells.		187	0.0	Tie up packages.
				73	.5	Assemble mimeographed material.		190	0.0	Roll up plans,blue prints, etc.
				161	.3	Get mail.		213	0.0	List addresses.
				162	.4	Open mail.		226	0.0	Shave dictaphone cylinders.
				167	.1	Trace mail.		227	0.0	Collect foreign stamps.
				169	.2	Weigh mail.		235	0.0	Cut stencils.
				170	.1	Sign for registered mail.		241	0.0	Distribute theater tickets.
				171	.3	Have mail registered.		248	0.0	Keep clipping books.

Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No.of Duty	Index	Duty	No.of Duty	Index	Duty	No.of Duty	Index	Duty
6.Office boy and office girl (Cont'd)				172	.2	Take mail to the post office.	249	0.0	Keep letter copy book.
				174	.3	Have mail insured.	418	0.0	Clip coupons.
				175	.4	Fold letters.	430	0.0	Make pin maps.
				176	.3	Insert letters in envelopes.	431	0.0	Change roll on adding machine.
				177	.3	Stamp letters,etc.	434	0.0	Cut blue prints.
				178	.4	Address letters,packages, etc.	194	0.0	Get franking permit from post office.
				180	.1	Stamp mail (as to date,etc.) by hand.			
				181	.1	Stamp mail (as to date,etc.)by machine.			
				184	.4	Mark,attach,or get enclosures.			
				185	.3	Seal mail by hand			
				198	.2	Purchase postage (requisition stamps).			
				199	.2	Deliver letters to proper persons.			
7.Filing duties.	200	1.2	File material in alphabetical order.	102	.1	Review unfinished-business file.	95	0.0	Take care of signed proxies.

	201	2.3	File material in numerical order.	204	.2	File material in order of subject.	97	0.0	Sort advertisements, to keep out fraudulent ones.
	212	2.0	Sort material for filing.	205	.9	Get materials from files.	202	0.0	File material in geographical order.
				209	.1	Revise files.	203	0.0	File material in chronological order.
				217	.1	Make cross-index cards.	210	0.0	Install filing system.
				247	.1	Assign file numbers.	211	0.0	Transfer obsolete material.
				373	.7	File receipted bills.	216	0.0	File clippings.
							246	0.0	Make folders and folder titles for files.
							316	0.0	File income tax returns.
							335	0.0	Keep open file of days on which to clip coupons.
							355	0.0	Keep files of dates on which insurance premiums are due.
8. Machine operation	26	3.0	Operate a typewriter.	24	.6	Operate adding machine.	96	0.0	Operate duplicating machine.
				25	.2	Operate a comptometer.	112	0.0	Make letterpress copies of letters.
				38	.5	Make up report forms.	115	0.0	Make out forms for rebates.
				80	.7	Make headings for monthly statements.	119	0.0	Make out forms for shortages.
				81	.2	Make out accident reports.	121	0.0	Make out forms for returns.

Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No. of Duty	Index	Duty	No. of Duty	Index	Duty	No. of Duty	Index	Duty
8. Machine operation (Cont'd)				83	.2	Operate mimeograph.	122	0.0	Make out weekly statement for customers.
				113	.9	Make out bills.	125	0.0	Make out "O.K" vouchers.
				116	.5	Make out forms for allowances.	150	0.0	Make out price slips.
				117	.5	Make out forms for damages.	159	0.0	Make out inspector's cards.
				118	.7	Make out forms for claims.	252	0.0	Arrange for mimeographing.
				120	.3	Make out forms for overcharges.	419	0.0	Operate calculating machine.
				123	.4	Make out periodic statements for customers.	420	0.0	Write passes.
				146	.1	Make out special C.O.D. papers.	179	0.0	Operate addressograph.
				147	.3	Make out requisitions.			
				148	.6	Make out receiving slips.			
				149	.5	Make out stock cards.			
				151	.2	Make out perpetual-inventory cards.			

				153	.5	Make out time cards.			
				154	.5	Make out time slips.			
				157	.9	Make out cost sheets.			
				156	.6	Make out pay-roll records.			
				158	.2	Make out job cards.			
				406	.4	Compile statistical data.			
9.Record clerk	27	3.0	Keep record of time cards.	39	.2	Gather data for reports.	75	0.0	Post notes (notices).
				76	.3	Record daily shipments.	79	0.0	Keep records on maps, (sales records,etc.)
				111	.1	Keep daily attendance of employees.	82	0.0	Keep record of territory assigned salesmen.
				152	.2	Keep perpetual-inventory records.	145	0.0	Make out account purchases.
				155	.5	Make out summaries of time cards.	439	0.0	Make time studies.
10.Legal duties				138	.1	Make out drafts.	29	0.0	Record legal papers at proper government offices.
				139	.1	Make out notes.	63	0.0	Act as notary public.
				140	.1	Make out checks.	70	0.0	Look up patents for reference in Patent Office Gazette.
				141	.1	Make out trade acceptances.	107	0.0	Check up on observance of various laws in connection with work.

Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No. of Duty	Index	Duty	No. of Duty	Index	Duty	No. of Duty	Index	Duty
10. Legal duties (Cont'd.)				403	.1	Handle collection of outstanding debts.	109	0.0	Do work involving government duties, customs, tariff, regulations, etc.
							110	0.0	Secure government permits of various kinds.
							143	0.0	Indorse business papers.
							237	0.0	Keep in touch with legislative activity.
							240	0.0	Prepare and keep up abstract book, with abstracts and reprints of speeches, hints for speeches, data, figures, illustrations, etc.
							268	0.0	Abstract articles, reports, etc.
							301	0.0	Secure signers for petitions of various kinds.
							306	0.0	Issue permits for various things.

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Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No.of Duty	Index	Duty	No.of Duty	Index	Duty	No.of Duty	Index	Duty
10.Legal duties (Cont'd)							338	0.0	Have fidelity bonds signed.
							339	0.0	Apply for fidelity bonds.
							341	0.0	Make list of securities.
							342	0.0	Fill out Liberty bond coupon slips.
							343	0.0	Exchange Liberty bonds.
							344	0.0	Collect premiums.
							345	0.0	Sell bonds.
							346	0.0	Buy stocks.
							348	0.0	Invest money.
							349	0.0	Exchange temporary bonds for permanent ones.
							350	0.0	Keep file of maturity dates of securities.
							351	0.0	Record securities purchased.
							352	0.0	Write transfer powers for stockholders.

							353	0.0	Watch stock market.
							354	0.0	Advise about investments.
							358	0.0	O.K.monthly group insurance bills.
							359	0.0	Figure insurance rates.
							360	0.0	Figure policies.
							361	0.0	Abstract policies.
							363	0.0	Apply for group insurance.
							364	0.0	Discontinue group insurance.
							384	0.0	Check internal revenue reports.
							393	0.0	Lease property.
							396	0.0	Make contract for service, supplies, etc.
							397	0.0	Countersign employees' charges.
							409	0.0	File statements of claims.
							410	0.0	Follow up lapsed cases.
							9	0.0	Consult with auditor, lawyer, etc.
							69	0.0	Deliver policies.
11. Cashiering duties	57	1.7	Handle petty cash.	92	.1	Check remittances as to amounts.	34	0.0	Pay employees.

Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title.	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No.of Duty	Index	Duty	No.of Duty	Index	Duty	No.of Duty	Index	Duty
11.Cashiering duties (Cont'd)	372	1.4	Balance cash daily.	124	.1	Make out receipts.	367	0.0	Keep and balance personal ledger of employer's.
	399	1.2	Act as cashier.	366	.5	Keep expense account.	378	0.0	Put up pay-roll money into envelopes.
				365	.9	Keep cash account.	371	0.0	Rule off ledger.
				368	.1	Keep petty cash account.	385	0.0	Check cash-register returns.
				369	.2	Keep books and ledgers for any purpose.			
				370	.4	Make journal entries.			
				376	.3	Send out credit vouchers for goods returned.			
				377	.4	Figure pay rolls (office and employer's personal).			
				400	.2	Check remittance sheet.			
12.Sales	374	1.5	Total monthly sales.	53	.1	Wait on customers.	54	0.0	"Drum up" trade.
				402	.1	Post data on daily record sheet.	144	0.0	Make out account sales.
							362	0.0	Sell insurance.
							383	0.0	Check up order against estimates.

								391	0.0	Enter all invoices in book.
								394	0.0	Sell various commodities.
								395	0.0	Take orders for various commodities.
								437	0.0	Keep partial sales record.
13.Editorial				74	.1	Compare copy.		72	0.0	Compile periodical reports.
								256	0.0	Read proof.
								257	0.0	Edit manuscript.
								259	0.0	Edit reports, bulletins, etc.
								267	0.0	Prepare pamphlets and catalogues.
								272	0.0	Compile bibliographies.
								282	0.0	Write copy for newspapers, magazines, etc.
								283	0.0	Gather news for various papers, magazines.
								285	0.0	Edit magazine or paper (school paper, house organ, trade magazine, etc.)
								281	0.0	Cancel newspaper advertisements.
								280	0.0	Write advertisements of various kinds, (circular letters, bulletins, newspaper advertising).

Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No. of Duty	Index	Duty	No. of Duty	Index	Duty	No. of Duty	Index	Duty
13. Editorial (Cont'd)							681	0.0	Renew magazine subscriptions.
							284	0.0	Give news, information, etc., to reporters.
14. Manual labor							243	0.0	Dress windows.
							222	0.0	Clean and oil typewriters.
							60	0.0	Do factory labor.
15. Drafting and Drawing							78	0.0	Make graphs.
							232	0.0	Make blue prints.
							233	0.0	Trace maps.
							258	0.0	Make up forms for reports, etc.
							277	0.0	Prepare posters for advertising.
16. Transportation, travel, and hotel				41	.2	Travel to make investigations.	35	0.0	Make up delivery routes.
							218	0.0	Make hotel reservations.
							219	0.0	Make train reservations.
							223	0.0	Make hospital reservations.

							220	0.0	Make steamship reservations.
							221	0.0	Apply for passports for employer.
17.Mail and express	128	3.0	Make out bills of lading.	44	.4	Make out shipping instructions.	23	0.0	Inspect material received.
	135	2.3	Make out parcel post orders.	77	.7	Inspect material received.	126	0.0	Arrange for shipments.
				91	.1	Route shipments of material (traffic work of various kinds).	127	0.0	Arrange for routes.
				130	.2	Check bills of lading.			
				131	.5	Arrange for express shipping orders.			
				132	.6	Make out express shipping orders.			
				133	.2	Check express shipping orders.			
				134	.1	Arrange for parcel post orders.			
				136	.7	Check parcel post orders.			
				160	.1	Make out delivery cards.			
18.Financial	321	1.4	Deposit checks.	322	.1	Sign checks.	307	0.0	Countersign employees' charge purchases,permits,etc.
				323	.3	Take care of bank book.	327	0.0	Make list of personal notes and collateral.
				324	.3	Countersign checks.	328	0.0	Collect notes.

Schedule 6 (Continued)

Duties Classified by Positions and Arranged About General Headings

General Title	Practice until Automatic 1.0 to 10.0			Discuss in Class until Thoroughly Understood 0.1 to 0.9			Mention in Class and in Reference Material 0.0		
	No.of Duty	Index	Duty	No.of Duty	Index	Duty	No.of Duty	Index	Duty
18.Financial (Cont'd)				325	.1	Figure interest.	329	0.0	Make up weekly statement of overdrawn bank accounts.
				326	.3	Take care of notes, renewals,drafts,etc.	330	0.0	Make up weekly statement of overdue notes in bank.
				380	.4	Figure percentages for various purposes.	331	0.0	Get letters of credit from bank.
				401	.1	Check collections sheet.	333	0.0	Arrange record of interest-due dates.
				414	.3	Check costs.	334	0.0	Arrange for funds to be wired or cabled.
				416	.7	Look up financial ratings.	336	0.0	Secure quotations from brokers.
							340	0.0	Figure premiums.
							392	0.0	Prepare commission statements.
							398	0.0	Pay office bills, employer's personal bills, etc.
							407	0.0	Interpret financial figures into a simpler statement.

							422	0.0	Audit disbursing accounts.
							423	0.0	Balance with book statement disbursing accounts.
							424	0.0	Summarize accounts.
							425	0.0	Verify indorsements of checks.
							426	0.0	Check with bank statement.
							427	0.0	File cancelled checks.
							428	0.0	List checks at close of bank statement.
							429	0.0	List advance checks at close of bank statement.
							432	0.0	Check monthly reports.
							436	0.0	Summarize costs.
							438	0.0	Balance bank accounts.
							413	0.0	Keep wage and cost comparisons.
							415	0.0	Keep control sheet.
							417	0.0	Purchase foreign exchange.
19. Telegrams, cable, and radio	2	3.0	Send telegrams.	3	.9	Receive telegrams.	93	0.0	Make arrangements for radio schedule.
				5	.3	Receive cablegrams (decode).	4	0.0	Send cablegrams in code.

Schedule 7

Partial Analysis of Several Mentioned Duties as a Basis for Teaching Units

General Title	Duties as per Questionnaire	Practice Until Automatic 1.0 to 9.0	Discuss in Class Until Thoroughly Understood 0.1 to 0.9	Mention in Class and in Reference Material 0.0
Telephone	1.Use telephone	1.Master instruction pages in first part of directory.	1.Why and how of directions.	1.Visit to central offices.
	Mgr. 6.5 Clk. 2.0 Av. 4.3	2.Look up names and numbers.	2.Arrangement of listings.	2.Telephone devices.
		3.Master classified-index section.	3.Business directory.	3.Display advertising.
		4.Master suburban section.	4.Regulations and tariffs.	4.Appreciation.
		5.Master tolls and charges system.	5.Bills for service.	5.Corrections and adjustments.
		6.Manual telephone calls-outgoing: a.Correct number. b.Revenue received. c."Number please" d.Pronounce numbers. e.Ringing signal. f.Busy signal. g.Recall operator. h.Voice. i.Enunciation.	6.Details.	6.Results.
		7.Telephone courtesy.	7.Why.	7.Results.

		8.Manual telephone calls - incoming: a.Answer promptly. b.Correct answer. c.Party lines. d.Waiting. e.Keeping calling party "dangling."	8.Details:	8.Results: c.How to change.
			c.Kinds of party lines.	
		9.Dial telephone calls - outgoing: a.Removing receiver. b.Dial tone. c.What to dial. d.Dialing practice. e.Ringing signal. f.Busy signal. g.When through. h.Dialing operator. i.Emergency calls. j.Long distance.	9.Details of operation.	9.Appreciation.
		10.Dial telephone calls - incoming: a.Same as per manual telephone.	10.Details of operation.	
		11.Long distance: a.Getting operator. b.Station-to-station service. c.Person-to-person service. d.Collect calls. e.Reverse charges. f.Report charges.	11.Details.	11.Corrections and complaints.
		12.Care of phone.	12.Cleaning and dusting.	12.Part of office furniture and equipment.

Schedule 7 (Continued)

Partial Analysis of Several Mentioned Duties as a Basis for Teaching Units

General Title	Duties as per Questionnaire	Practice Until Automatic 1.0 to 9.0	Discuss in Class Until Thoroughly Understood 0.1 to 0.9	Mention in Class and in Reference Material 0.0
Telephone (Cont'd)		13. Contacts with the telephone company: a. Personal. b. By letter. c. By telephone.	13. Contacts with the telephone company: a. By personal call: (1) First time telephone service is asked for. (2) Kinds of service and rates. (3) Where telephone is to be placed in the office. (4) The contract. (5) Wiring, etc. (6) Down payment. b. Change of location of telephone. c. Change from usual type to cradle type. d. Change from four-party to two-party to private line. e. Arrangements for extensions.	13. Details.
		14. Adjustments: a. How made. b. Courtesy.	14. Adjustment of complaints: a. Overcharge. b. Excess cost. c. Long distance.	14. Additional details.

			d.Line out of order. e.Poor operating service.	
		15.Equipment:	15.Equipment.	15.Discourage of any sort of attachments or trappings for telephone.
		a.Pad and pencil attached to telephone.	a.Alphabetical list of numbers frequently used.	
	37.Operate telephone switchboard. Mgr. 3.1 Clk. 0.0 Av. 1.6	1.Master details of P.B.X. board.	1.Opportunities as P.B.X. operator.	1.Vocational opportunities as P.B.X. operator.
		2.Wiring.	2.The telephone company trains P.B.X. operators for any subscriber.	
		3.Signals.	3.Sometimes P.B.X. operators act as information clerks, typists, and record clerks.	
		4.Know of stations in the organization.		
		5.Know of trunk lines to main telephone exchange.		
		6.Station-to-station calls within the organization.		
		7.Station to central exchange - outgoing.		
		8.Central exchange to station in the organization.		

Schedule 7 (Continued)

Partial Analysis of Several Mentioned Duties as a Basis for Teaching Units

General Title	Duties as per Questionnaire	Practice Until Automatic 1.0 to 9.0	Discuss in Class Until Thoroughly Understood 0.1 to 0.9	Mention in Class and in Reference Material 0.0
		9.Taking care of several calls at once.		
		10.Long distance.		
Telephone (Cont'd)	84.Place telephone memoranda, messages, where employer will see them. Mgr. .1 Clk. 0.0 Av. .1	1.These duties to be practiced in connection with the answering of the telephone under the heading of "Use telephone."	1.Standard printed notices for incoming calls 2.Getting the details. 3.Appreciating the necessity for complete details. 4.What it means to make a customer angry.	1.Opportunities in the field of "selling by telephone." 2.This applies to every phase of telephone contact between yourself and the outside world.
	214.List telephone numbers. Mgr. 0.0 Clk. 0.0 Av. 0.0	1.Accurate reading. 2.Retentive memory. 3.Accurate copying. 4.Checking back.	1.Importance to details.	1.Making of directories.

Information	6.Meet callers. Mgr. 4.0 Clk. 0.5 Av. 2.3	1.Courtesy. 2.Tact. 3.Voice. 4.Appearance. 5.Grasp of general information about the organization. 6.Finding out what the caller wants. 7.Proper disposition of caller.	1.Meeting callers of the school office.	1.Vocational opportunities. 2 Promotional opportunities.
	10.Direct people to proper departments. Mgr. 0.7 Clk. 0.0 Av. 0.4		1.Knowledge of departmental organization. 2.List or file of personnel of various departments. 3.Functions of various departments. 4.Specific responsibilities of various people in different departments.	
	11.Get rid of beggars, cranks, etc. Mgr. 0.1 Clk. 0.0 Av. 0.1		1.Finding out what the caller wants. 2.Familiarity with rules of building or office or establishment.	

Schedule 7 (Continued)

Partial Analysis of Several Mentioned Duties as a Basis for Teaching Units

General Title	Duties as per Questionnaire	Practice Until Automatic 1.0 to 9.0	Discuss in Class Until Thoroughly Understood 0.1 to 0.9	Mention in Class and in Reference Material 0.0
Information (Cont'd)			3. Getting assistance from the custodian or guard. 4. Courtesy -- no one should be insulted, but disposed of firmly after the information clerk is sure that the caller did not come on regular business.	
	22. Look up names and addresses. Mgr. 0.0 Clk. 0.0 Av. 0.0			1. Indexes to books of reference. 2. Timetables and directories.
	290. Direct people to proper office or department. Mgr. 0.0 Clk. 0.0 Av. 0.0			1. Knowledge of the arrangement of the organization. 2. Floor plan. 3. Knowledge of personnel. 4. Specific instructions to the clerk.

	295. Act as guide to visitors about the organization. Mgr. 0.0 Clk. 0.0 Av. 0.0			1. Knowledge of organization. 2. Leaving one's desk. 3. Explanation or lecture to the visitors. 4. Knowledge of the policy of the organization.
Adjustments	8. Hear complaints in office, over telephone, or by mail. Mgr. 3.0 Clk. 0.1 Av. 1.6	1. Complaints coming in over the telephone: a. Getting facts. b. Recording the facts. c. Knowledge of the organization. d. Making no promises which cannot be fulfilled. e. All elements of telephone courtesy. f. Always leave the customer satisfied that the complaint will be adjusted. g. Never keep a customer waiting more than 30 seconds without coming back onto the line. 2. Complaints over the desk or over the counter. a. See duty No.6, "Meet callers." b. Getting the facts. c. Recording the facts. d. Looking over the information.		

Schedule 7 (Continued)

Partial Analysis of Several Mentioned Duties as a Basis for Teaching Units

General Title	Duties as per Questionnaire	Practice Until Automatic 1.0 to 9.0	Discuss in Class Until Thoroughly Understood. 0.1 to 0.9	Mention in Class and in Reference Material 0.0
Adjustments (Cont'd)		e. Assuring the customer of satisfactory service. f. Keeping customer's good will. g. Referring customers to proper individuals. h. Follow-up of promised adjustments.		
	7. Adjust complaints. Mgr. 3.0 Clk. 0.3 Av. 1.7	1. Interpretation of the facts. 2. Application of the policy of the organization. 3. Judging the customer's attitude. 4. Judging the customer's honesty and sincerity. 5. Filling out proper forms. 6. Following up to see that adjustments have been made by various departments.		

	286. Make adjustments of complaints. Mgr. 0.8 Clk. 0.0 Av. 0.4	7. Following up the customer to discover his satisfaction with the adjustment.	1. Getting the facts. 2. Recording the facts. 3. Referring to the proper executives. 4. Keeping confidences. 5. Sympathy in personnel relationship. 6. Knowledge of the organization.	

Schedule 8

List of Cleveland Office Managers

Who Participated in the Study

F. M. Aldridge	The Roach-Reid Co.	1227 Prospect Ave.
William Albers, Jr.	The Ohio-Buick Co.	1900 East 24th St.
J. F. Alden	The W. S. Tyler Co.	3615 Superior Ave.
J. H. Baehr	The Eberhard Manufacturing Co.	2734 Tennyson Rd.
O. A. Behrend	Chemical Rubber Co.	1900 West 112th St.
N. A. Bill	Westinghouse Electric & Manufacturing	2209 Ashland Rd.
F. E. Brandt	The Wilbert-Miller Co.	1571 Merwin Ave.
C. E. Clapier	The Smeed Box Co.	1878 Scranton Rd.
M. H. Chase	The Cleveland Hardware Co.	4518 Lakeside Ave.
*E. E. Daniels	Central Brass Manufacturing Co.	6203 Cedar Ave.
*H. deBeauclair	Cleveland Wire Spring Co.	1281 East 38th St.,
W. B. Fish	Printz-Biederman Co.	Lakeside & West 6th St.
K. C. Flickinger	The Goff-Kirby Co.	1043 Terminal Tower Bldg.
R. A. Fathauer	Otis Elevator Co.	1373 West 6th St.
O. B. Hagesfeld	Otis Elevator Co.	1373 West 6th St.
D. F. Hoynes	Central Electrotype Co.	1760 East 22nd St.
O. C. Herbst	Stadler Products Co.	902 Denison Ave.
*L. L. Jones	Assistant Commissioner	Board of Education.
J. S. Kral	Buckeye Office & Supply	1351 Ontario St.
J. B. Kane	Cleveland Provision Co.	2527 Canal Rd.
A. N. Kellogg	Domestic Electric Co.	7223 St. Clair Ave.
John Krause	Master Builders Co.	7016 Euclid Ave.
A. L. Moler	Union Trust Co.	Euclid & East 9th St.
W. A. Mahon	Central Electrotype Co.	1760 East 22nd St.
*C. R. Metcalf	The Oster Manufacturing Co.	2057 East 61st Pl.
M. M. Metcalf	The Widlar Co.	722 Bolivar Rd.
Neil D. Mathews	West Commerce High School	Randall & Bridge Aves.
D. A. Miller	The Dickey-Grabler Co.	10302 Madison Ave.
A. D. Miller	The American Stove Co.	4301 Perkins Ave.
J. W. Meiram	The Lincoln Electric Co.	Coit & Kirby Rds.
William L. Moore	Longwood Commerce H. S.	Woodland & East 35th St.
A. E. Nash	Domestic Electric Co.	7223 St. Clair Ave.
J. J. Nelson	Strong, Cobb & Co.	East End Central Viaduct
N. J. Osterland	Mau-Sherwood Supply Co.	Lime Rd. & B & O Pass.Depot
*L. F. Rosenberry	Cleveland Cap Screw Co.	2921 East 79th St.
*H. T. Riddick	The Osborn Manufacturing Co.	5401 Hamilton Ave.
J. J. Smith	Burrows Bros. Co.	633 Euclid Ave.
J. G. Schullian	The George Worthington Co.	802 St. Clair Ave.
R. C. Singer	Bamberger-Reinthal Co.	6118 Kinsman Rd.
Howard Stanley	Donley Bros. Co.	13900 Miles Ave.
A. C. Smith	The Teachout Co.	Rockefeller Bldg.
W. E. Thompson	Perfection Stove Co.	7609 Platt Ave.
F. C. Wrede	Benjamin Moore & Co.	4400 East 71st St.
E. E. Wegman	Standard Tool Co.	6918 Central Ave.
J. E. Wallace	The Hall-Van Gorder Co.	1382 West 9th St.
H. F. Walters	Reliance Electric & Engineering Co.	1088 Ivanhoe Rd.
P. A. Winckler	Brunswick-Balke-Collender	624 St. Clair Ave.

* Those who composed the personnel of the Educational Committee of both the Office Managers Group and the Cleveland Association of Credit Men.

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